

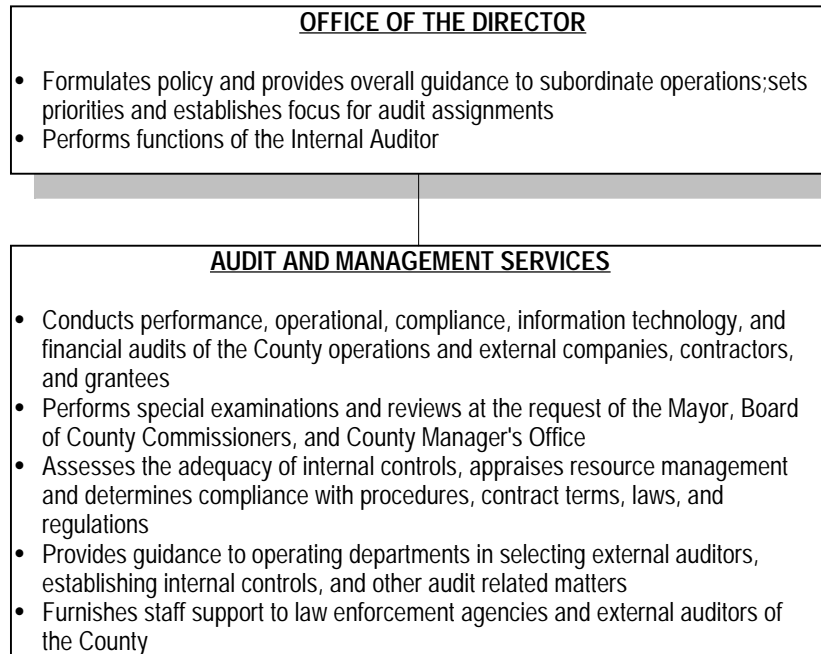
2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Audit and Management

PURPOSE

Conduct operational, compliance, performance, information technology (IT) and financial audits of County operations and external companies, contractors and grantees.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

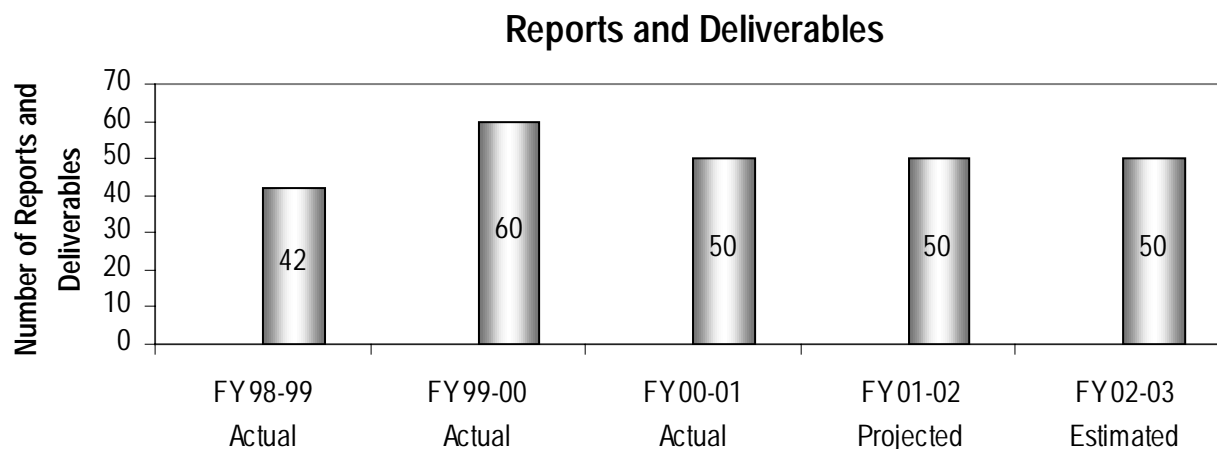
- Strategic area: promoting efficient and effective government
- Selected goals/objectives: formulating the FY 2002-03 annual audit plan by the third quarter of FY 2001-02 targeting high-risk areas to ensure adequate internal controls and compliance with established procedures and operational effectiveness; implementing web-based technologies by the end of FY 2002-03 to enhance accessibility and dissemination of audit reports; completing 75 percent of planned audits annually or issue no less than 50 audit reports

FY 2001-02 SERVICE STATUS

- Issued 50 audit reports during the past fiscal year, some of which resulted in operational enhancements in several departments including: Aviation, Corrections, Fire Rescue, Housing Agency, Park and Recreation, Seaport and Water and Sewer
- Shared administrative functions including purchasing, copying, and IT support with Office of Performance Improvement (OPI)
- Completed IT strategic alignment reviews at Water and Sewer and Seaport, making constructive recommendations to enhance utilization and effectiveness of IT projects and expenditures
- Utilized carryover (\$1.026 million) for operating expenditures
- Identified \$6 million in payments owed to the County in FY 2001 telecommunications audits; projected to recover \$600,000 in FY 2001-02 and in FY 2002-03 the remainder, \$5.4 million

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- Provided 40 hours of continuing professional education for every auditor



FY 2002-03 RECOMMENDATIONS

- The FY 2002–03 Proposed Operating Budget is \$4.151 million including \$1.839 million from the general fund, revenue from proprietary departments for various special audit projects (\$1.1 million), telecommunications tax recoveries (\$900,000), and estimated carryover (\$312,000)
- The Proposed Operating Budget maintains current service levels and provides for 59 positions at an eight percent attrition rate; reflecting the same as in FY 2001-02
- Coordination between Audit and Management Services, OPI, and OMB will be increased to assure audit finding recommendations are implemented

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

| Funding Summary (\$ in 000s) | Countywide General Fund | | Unincorporated Area General Fund | | Other Funding | | Total Funding | | Total Positions | |
|------------------------------|-------------------------|--------------|----------------------------------|------------|---------------|--------------|---------------|--------------|-----------------|-----------|
| | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 |
| Primary Activity | | | | | | | | | | |
| Director's Office | 280 | 290 | 151 | 153 | 0 | 0 | 431 | 443 | 4 | 4 |
| Internal Audits | 1,021 | 905 | 550 | 491 | 2,430 | 2,312 | 4,001 | 3,708 | 55 | 55 |
| TOTAL | 1,301 | 1,195 | 701 | 644 | 2,430 | 2,312 | 4,432 | 4,151 | 59 | 59 |

| | Actual 00-01 | Budget 01-02 | Proposed 02-03 |
|-----------------|-----------------|-----------------|-------------------|
| Personnel | 3,379 | 3,939 | 3,985 |
| Other Operating | 195 | 429 | 135 |
| Capital | 74 | 64 | 31 |
| TOTAL | 3,648 | 4,432 | 4,151 |

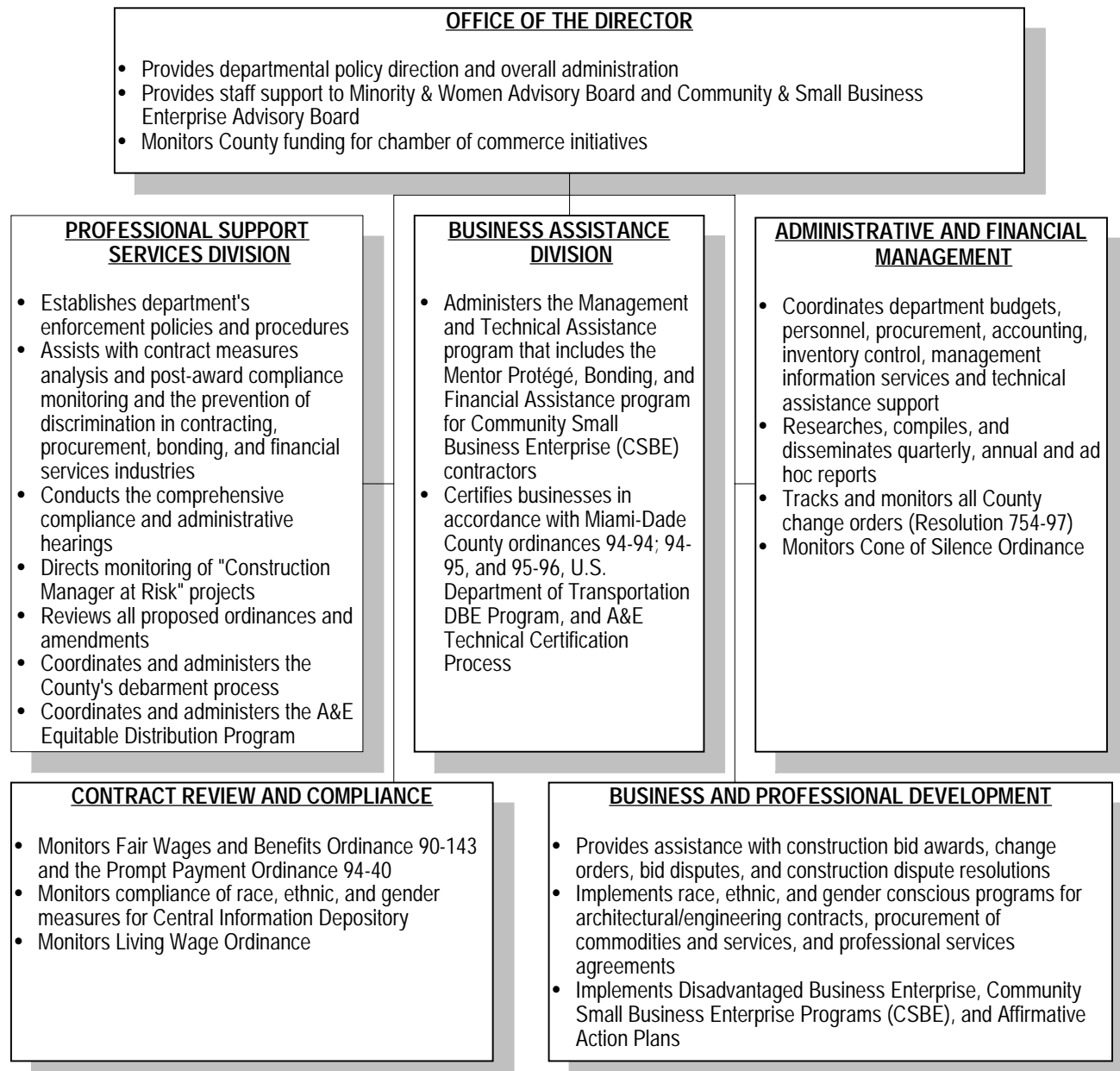
2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Business Development

PURPOSE

Provide coordination, enforcement, and assistance to promote the economic growth of minority and small business enterprises located in Miami-Dade County and ensure compliance with race/gender/ethnicity-conscious measures, living wage, responsible wages and benefits, construction policies and anti-discrimination and debarment policies

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Strategic areas: promoting a healthy economy and focusing on customer services
- Selected goals/objectives: reducing time to certify small and minority businesses from 30 to 20 days thereby facilitating the growth of small and minority businesses by increasing the number of certified firms; increasing opportunities for small and minority businesses to participate in County contracts by analyzing all projects within

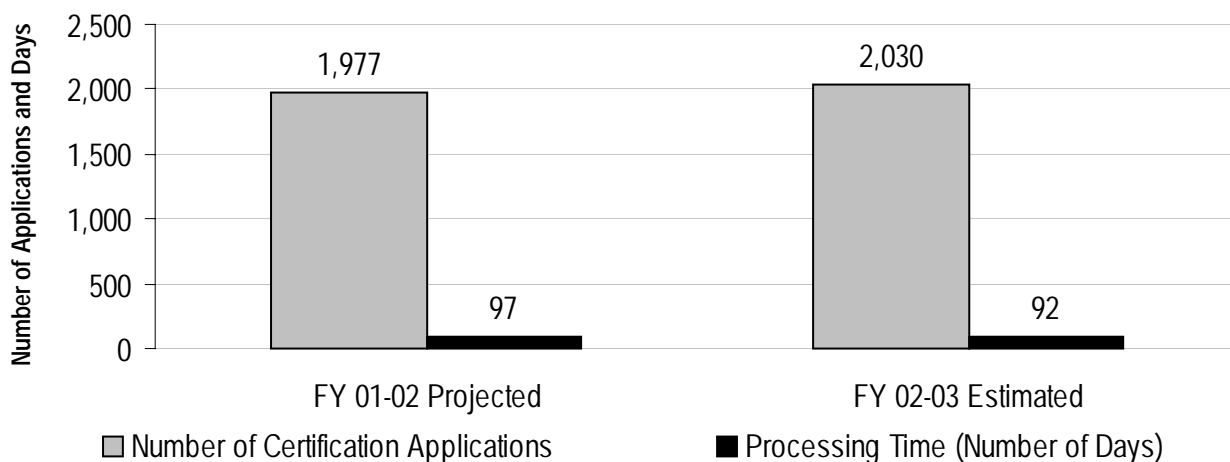
2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

15 days of receipt from departments; reducing pre-award compliance review time from 20 to 10 days; and ensuring fair and equitable utilization of small and minority businesses and payment of responsible wages by increasing the monitoring, auditing and review for all County projects and contracts by 10 percent

FY 2001-02 SERVICE STATUS

- Completed implementation of computer database system to manage internal work processes and track Community Small Business Enterprise (CSBE), Equitable Distribution Program (EDP), and other program initiatives
- Consolidated the process of issuing technical certification for engineering, architectural and land surveying and mapping firms
- Implemented EDP, providing the County with a pool of architectural and engineering firms for consulting, or miscellaneous design projects that do not exceed \$500,000, as well as the Community Business Enterprise (CBE) Architectural and Engineering Program for small and medium sized architectural and engineering firms; the EDP provides equitable distribution to CBE-certified firms on architectural and engineering contracts under \$25,000
- Continued implementation of an expedited payment process program to provide better cash flow to CSBE firms that are awarded contracts; completion expected by July 2002
- Implemented the Management and Technical Assistance (MTA) portion of the CSBE program
- Inaugurated Mentor/Protégé program in February 2002 utilizing CEOs of major construction firms to serve as mentors to CEOs of small construction firms; nine pairings have been matched as of the second quarter
- Expected to complete hiring process of 19 positions needed to support increased monitoring associated with contracts awarded during the expedited procurement program and reduce certification processing time
- Began conducting a preliminary study of disparity to determine if the County collects and maintains the necessary data needed to conduct a complete disparity study
- Received higher than budgeted revenues from sliding fees due to increased contracts awarded during the expedited procurement period; department budgeted \$3.431 million and is projected to collect \$4.4 million

Number of Certifications Approved & Number of Days Required for Processing of each Certification



2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

FY 2002-03 RECOMMENDATIONS

- The FY 2002-03 Proposed Operating Budget totals \$6.292 million; funding is comprised of Capital Working Fund support (\$5.270 million); certification fees (\$55,000); and General Fund support (\$967,000); funding is included for 106 full-time positions; attrition is budgeted at nine percent (\$362,000); the department also receives reimbursements of \$180,000 for the change order tracking and QNIP monitoring positions; funding is provided for 35 additional positions, including 19 approved in FY 2001-02
- To attribute capital costs to capital budgets and reduce costs to property tax payers, the Capital Improvements Construction Coordination Office, the Architectural and Engineering Section of the Department of Procurement Management, the capital tracking unit of the Office of Management and Budget, and the capital support functions of the Department of Business Development will be funded by the Capital Working Trust Fund; this trust fund has been created using 0.44 percent of all budgeted capital projects to fund work related to capital project management
- Capital funding consisting of \$170,000 from the Capital Working Fund and \$30,000 from the Capital Outlay Reserve is included in the Capital budget for additional equipment acquisition and expansion of the department's Oracle-based computer database

FY 2002-03 ADJUSTMENTS TO SERVICES

- Partial year funding is provided for 16 additional positions to support various board demands for inclusion and fairness; staff will allow for increased post-award monitoring, additional training for CSBE firms, and a reduction in the amount of time taken to certify firms and perform pre-award compliance reviews by 10 days; one position will be dedicated to the "Government on the Go" Bus in order to provide outreach services to the community; funding is continued for 19 positions approved in FY 2001-02 to support contract monitoring and more efficient certification

SELECTED UNMET NEEDS

- Needs additional data-base improvements to enhance tracking abilities and provide quality information to assist with on-going disparity studies (\$500,000)

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

| Funding Summary (\$ in 000s) | Countywide General Fund | | Unincorporated Area General Fund | | Other Funding | | Total Funding | | Total Positions | |
|---|-------------------------|------------|----------------------------------|----------|---------------|--------------|---------------|--------------|-----------------|------------|
| | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 |
| Primary Activity | | | | | | | | | | |
| Administration | 615 | 267 | 0 | 0 | 43 | 951 | 658 | 1,218 | 19 | 19 |
| Certification | 0 | 218 | 0 | 0 | 337 | 198 | 337 | 416 | 7 | 9 |
| Contract Review and Compliance | 0 | 113 | 0 | 0 | 953 | 1,302 | 953 | 1,415 | 19 | 32 |
| Director's Office | 671 | 141 | 0 | 0 | 39 | 630 | 710 | 771 | 7 | 6 |
| Management and Technical Assistance Program | 0 | 0 | 0 | 0 | 1,157 | 1,119 | 1,157 | 1,119 | 1 | 12 |
| Pre-Contract Review | 0 | 203 | 0 | 0 | 487 | 599 | 487 | 802 | 10 | 19 |
| Professional Support Services | 0 | 25 | 0 | 0 | 455 | 526 | 455 | 551 | 8 | 9 |
| TOTAL | 1,286 | 967 | 0 | 0 | 3,471 | 5,325 | 4,757 | 6,292 | 71 | 106 |

| | Actual 00-01 | Budget 01-02 | Proposed 02-03 |
|-----------------|-----------------|-----------------|-------------------|
| Personnel | 3,194 | 3,454 | 4,932 |
| Other Operating | 519 | 1,258 | 1,301 |
| Capital | 8 | 45 | 59 |
| TOTAL | 3,721 | 4,757 | 6,292 |

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Chief Technology Officer

PURPOSE

Align and support infrastructure technology solutions, including telecommunications, data center operations, database management, network platforms, and radio communications.

FUNCTIONAL TABLE OF ORGANIZATION

OFFICE OF THE CHIEF TECHNOLOGY OFFICER

- Manages the overall County's information systems infrastructure and telecommunications programs
- Develops departmental strategic and tactical plans
- Designs and implements the infrastructure to provide information technology services to County departments
- Coordinates closely with Information Business Technology Office and e-Government

TELECOMMUNICATION SERVICES AND DATA CENTER OPERATIONS

- Provides 24 hour/7 days a week operational maintenance and support for countywide telephone, radio, voice, network, microwave, and fiber optic systems to meet the communications and information management objectives of the County
- Provides 24 hour/7 days a week maintenance and support to critical operational and communications systems relative to data processing and storage on multiple computing platforms for countywide businesses
- Provides, maintains, and operates central processing units including mainframes, mid-range processors and servers within controlled computer room environments
- Coordinates procurement of all networked data and telephone equipment as well as configure, install, maintain, and support same throughout county government facilities
- Reviews, analyzes, develops and maintains all wireless related information technology business solutions for county government
- Evaluates and assesses requests for new systems and services; monitors all projects; provides coordination in planning and managing of applications systems, telecommunications and computer services
- Provides diverse data processing and telecommunication services to other local, state, and federal agencies

BUSINESS PLAN

- Strategic areas: focusing on customer service: promoting efficient and effective government
- Selected goals/objectives: providing a seven-day turn-around on maintenance, repairs and support of radio terminal/units; maintaining availability of mainframe computer services at or better than 99 percent; complete 95 percent of all application related production batch jobs without errors; maintaining the availability of the Geographical Information Systems (GIS) host infrastructure to the customers at or better than 95 percent of the time; complete 90 percent of telephone repairs within 24 hours, repair of computers and ancillary equipment within two days and upgrades within seven days; maintaining CAD 911 availability 99 percent of the time

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

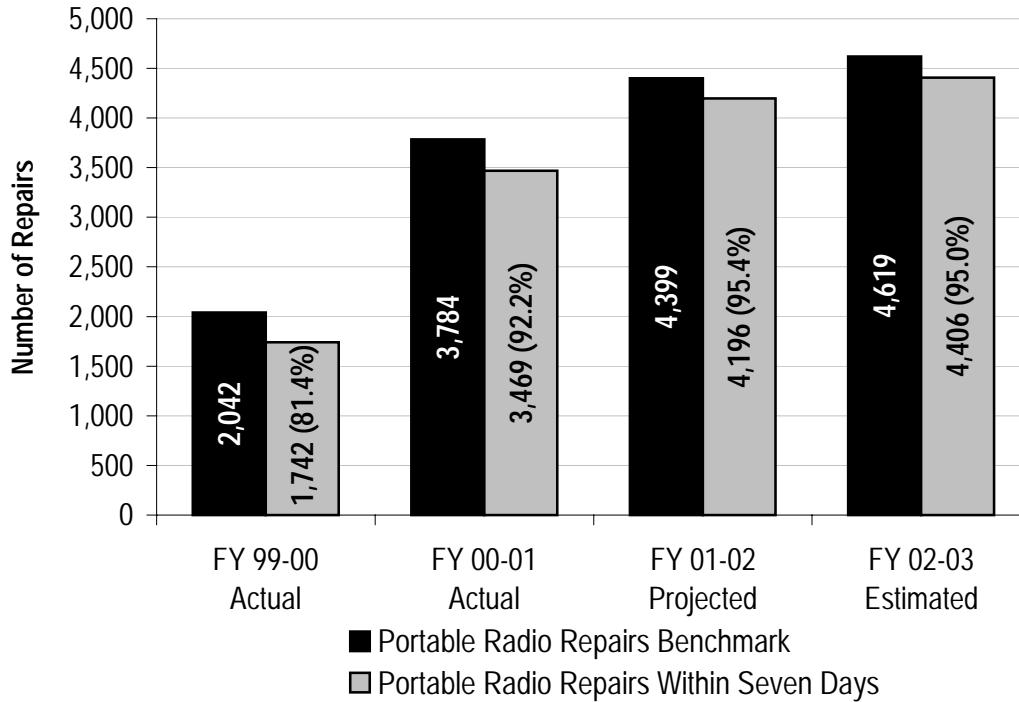
- Capital program strategy: provide for present and future County computer and telecommunications capital needs

FY 2001-02 SERVICE STATUS

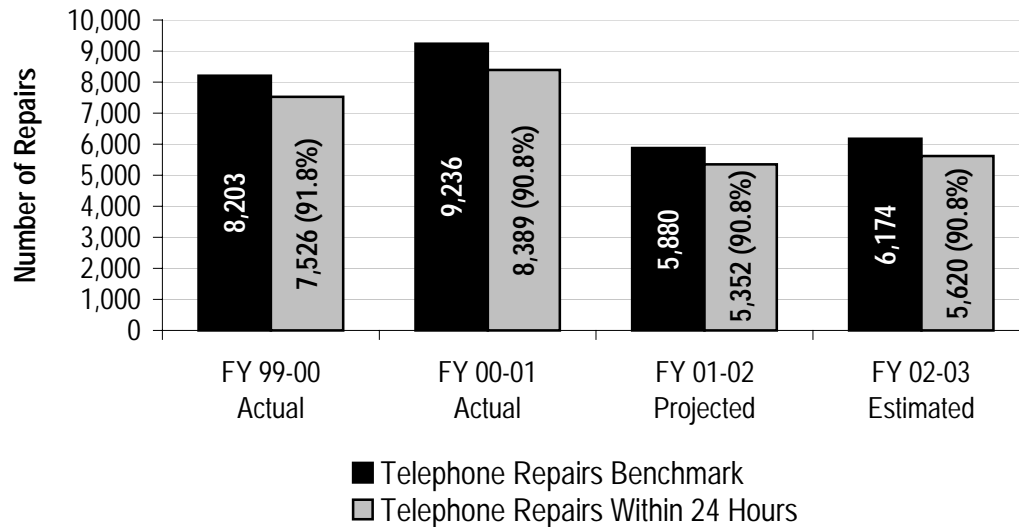
- Expanded the County's Metronet from 7,500 users to 10,000 users by providing unlimited accounts for each department as part of a charge of 22 hundredths of a percent of their operating budgets
- Acquired and installed infrastructure for continuous e-Initiatives such as the Miami-Dade Portal, e-Permitting, and web-enabled payment services
- Completed the engineering, design and implementation of new networking, video, and voice smart infrastructure supporting the newly opened Miami-Dade Permitting and Inspection Center (MDPIC) and the new Water and Sewer Department (WASD) Douglas Center Facility
- Completed more than 12 projects utilizing software that enables mainframe reports previously only available on paper to be viewed and edited on a computer or terminal screen
- Completed the deployment of both Customer Information System (CIS) and GIS software through a shared environment, thereby promoting its use and reducing the need for individual licensing
- Completed a pilot project for Budget by Deliverables to organize the Information Technology Department (ITD) budget by clear cut objectives and deliverable products and services; project began in October of 2001 with funding from the Chief Information Officer (CIO) (\$182,000); outcome was an alignment of costs and revenues resulting in a reduction of telephone charges to \$8.30 from \$14.50; the results of the process are still under review to determine its effectiveness and accuracy as a budgeting tool and its applicability to other County operations
- Continuing development of a video-teleconferencing gateway, which will allow broadcast quality video conferencing with external customers and businesses from various County locations including a link between the Emergency Operations Center (EOC) and the County's Cable Television communications center located at the Stephen P. Clark Center (SPCC) to provide the media with visual access to the EOC during activation periods
- Completed a study to determine the proper configuration of the Data Processing and Communications Center (DPCC) computer room to improve safety and security at a cost of \$186,000; funding of \$500,000 was allocated from the Capital Outlay Reserve (COR) in FY 2001-02; the estimated cost of the improvements is estimated at \$1.5 million; due to funding limitations placed the project on hold and the balance of \$314,000 has been reallocated for higher priority projects
- Added 11 positions; two operating system programmers to support the increased demand in Metronet, one Telecom Engineer for additional support in the network infrastructure projects, four operating system programmers for the Local Area Network and mainframe support, and three operating systems programmers to support the Miamidade.gov portal
- Restructured the Information Technology Department (ITD) during FY 2001-02 creating two departments: the Chief Technology Office (CTO) and the e-Government Department (e-Gov); the CTO will be comprised of Radio Engineering, Telecommunications Engineering, and Data Center Operations; the CIO will handle the reorganized administrative functions

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Number of Portable Radio Repairs Completed Within Seven Days



Number of Telephone Repairs Completed Within 24 Hours



2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

FY 2002-03 RECOMMENDATIONS

- The FY 2002-03 Proposed Operating Budget of \$65.443 million, including \$14.099 million of General Fund support, represents a 2.7 percent increase from the current year budget level (\$63.699 million) and includes 11 positions added the prior year; the budget provides partial funding for the increased maintenance associated with the mainframe upgrade; non-revenue generating positions an attrition rate of 3.5 percent (\$200,000)
- Operations of the 800 MHz intergovernmental radio system will continue to be supported from revenues generated by a statutorily required contribution (\$12.50) from fines associated with moving violations (\$1.7 million); new legislation may allocate a portion of this revenue to the City of Miami; if approved by the Governor, the County would lose \$600,000 in funding; an update will be provided at the September budget hearings
- The FY 2002-03 Capital and Multi-Year Capital Plan for the CTO totals \$2.301 million and is reflected in the CIO's capital budget
- Fortification of the facility which houses the 800 MHz system control equipment has commenced and will continue; design for the fortification has been completed and the contract for this work was awarded; it is anticipated that construction will be completed before the end of FY 2002-03; total project cost is \$2.5 million, including expenditures of \$2.3 million in FY 2002-03
- Renovation of the second floor of the Data Processing and Communications Center (DPCC) will continue; the total project cost is \$1.578 million; work for this project is comprised of electrical improvements, lighting, new flooring, new workstations, resurfacing, repainting of walls, uninterrupted power sources for workstations, and removal of architectural barriers to provide access to people with disabilities
- Renovation of the Richmond Radio Facility will commence; the total cost of this project is estimated to be \$5 million, \$750,000 needed during FY 2002-03; work for this project is comprised of restoring the condemned radio tower which houses both the 800 MHz and UHF system
- Implementing cyber-security program as developed by the CIO
- Development of a computer facility for the testing of information technology projects
- Continue deployment of on-demand software to allow departments to access mainframe reports online, eliminating paper

FY 2002-03 ADJUSTMENTS TO SERVICES

- The Proposed FY 2002-03 Operating Budget recommends the centralization and coordination of General Fund supported Information Technology (IT) network services and operations currently decentralized in various County departments (approximately 225 positions and \$22 million in expenses) to increase efficiencies while maintaining or improving service levels; it is projected this restructuring will yield a savings of at least \$1.5 million; the CTO department's Operating Budget incorporates \$900,000 of these savings; any additional savings will be available for technology projects that increase effectiveness and efficiencies of County operations; staffing and organizational structure are under review and a detailed report will be provided before the September Budget Hearings

SELECTED UNMET NEEDS

- Need to redesign the computer room at the data center to relocate and separate computer equipment to conform to audit security guidelines limiting access (\$1.5 million)
- Need to implement a fraud security equipment in all the County's PBX's is needed to avoid fraudulent calls from outside hackers (\$275,000)
- Need to construct a network operations and security center (\$1.325 million)

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

| Funding Summary (\$ in 000s) | Countywide General Fund | | Unincorporated Area General Fund | | Other Funding | | Total Funding | | Total Positions | |
|------------------------------|----------------------------|--------------|-------------------------------------|--------------|---------------|---------------|---------------|---------------|-----------------|------------|
| | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 |
| Primary Activity | | | | | | | | | | |
| Administration and Policy | 0 | 0 | 0 | 0 | 883 | 899 | 883 | 899 | 8 | 8 |
| Customer Services | 839 | 0 | 452 | 0 | 373 | 1,053 | 1,664 | 1,053 | 10 | 11 |
| Data Center Operations | 5,390 | 7,472 | 2,906 | 4,024 | 3,819 | 4,958 | 12,115 | 16,454 | 100 | 109 |
| Field Telephone Services | 0 | 0 | 0 | 0 | 21,038 | 18,788 | 21,038 | 18,788 | 50 | 51 |
| Network Consulting Services | 1,408 | 1,692 | 758 | 911 | 14,163 | 16,041 | 16,329 | 18,644 | 88 | 88 |
| Radio Communication Services | 0 | 0 | 0 | 0 | 11,670 | 9,605 | 11,670 | 9,605 | 58 | 58 |
| TOTAL | 7,637 | 9,164 | 4,116 | 4,935 | 51,946 | 51,344 | 63,699 | 65,443 | 314 | 325 |

| | Actual 00-01 | Budget 01-02 | Proposed 02-03 |
|-----------------|-----------------|-----------------|-------------------|
| Personnel | 26,662 | 30,278 | 30,449 |
| Other Operating | 27,197 | 31,495 | 32,990 |
| Capital | 974 | 1,926 | 2,004 |
| TOTAL | 54,833 | 63,699 | 65,443 |

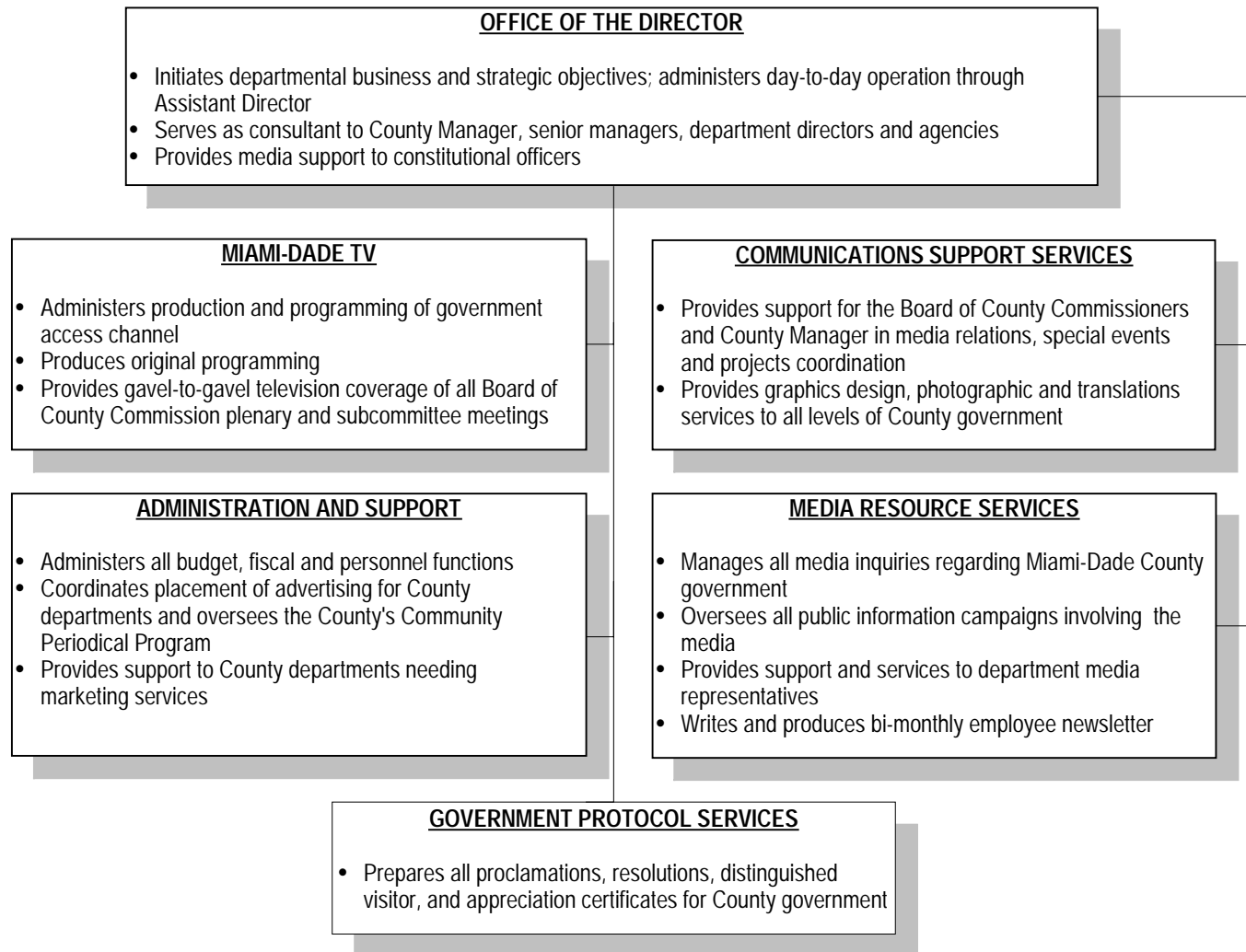
2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Communications

PURPOSE

Serves as the County's communications vehicle, providing information to the media and public on behalf of the Office of the Mayor, the Board of County Commissioners (BCC), the Office of the County Manager and County departments; coordinates records and advertising requests of County departments, television, and print activities; operates the County's public information television station; provides protocol services such as proclamations, resolutions, and appreciation certificates for constitutional officers.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

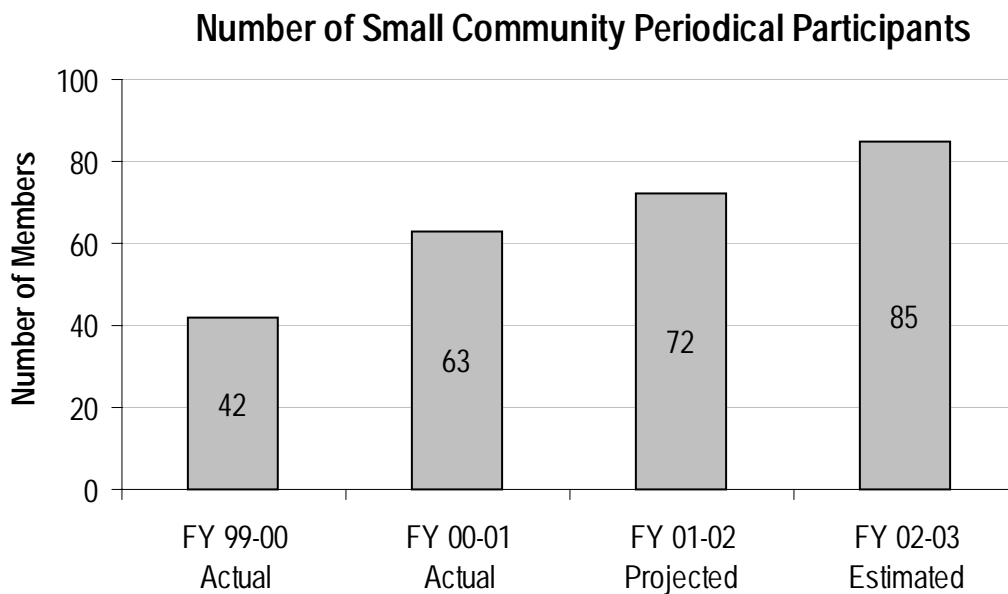
- Strategic area: focusing on customer service
- Selected goals/objectives: providing information and education to the public by producing at least eight episodes of "Access," monthly installments of "Getting to Know your Commissioner," and 18 segments of "Miami-Dade Now," presenting County information in a news format

FY 2001-02 SERVICE STATUS

- Outsourced two positions to the BCC to provide media support

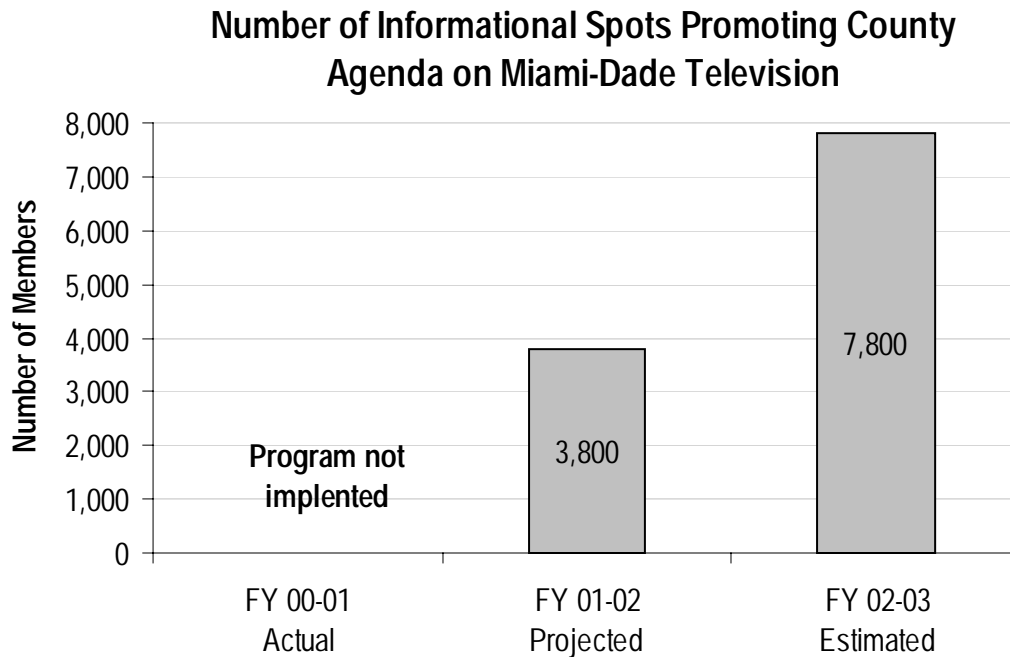
2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- Continued supporting Spanish and Haitian Creole language translators with the Elections Department
- Continued coordination of the Community Periodical Advertising program; this program is a multilingual print advertisement campaign which includes 72 local community newspapers (\$1.05 million from departmental and non-departmental funds)
- Continued to receive revenues for tape reproduction and video production services (\$25,000) and from County departments for promotional spots on Miami-Dade TV (\$945,000)
- Supported a broadcast engineer position in conjunction with the Miami-Dade Police Department (MDPD) (\$30,000) and a video communications producer for the production of the Department of Environmental Management's (DERM) show "Down to Earth" (\$50,000)
- Continued sign language interpretation of regular BCC meetings to comply with the Americans with Disabilities Act (ADA)
- Added two positions to support activities related to special events
- Expected spend \$673,000 on video production equipment, some of which will be installed in the Commission's chambers during August 2002
- Transferring New Technology functions to the e-Government Department
- Supporting economic development by promoting film and television opportunities (\$75,000 plus \$25,000 of in-kind services) as part of a \$250,000 campaign by the Office of Film and Entertainment
- Producing a tri-lingual (English, Spanish, and Haitian Creole) cable program to educate citizens about hurricane preparedness (\$35,000 from the Department of Solid Waste Management)



Note: Program commitment increased from \$850,000 to \$1,050,000 in FY 01-02

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN



FY 2002-03 RECOMMENDATIONS

- The FY 2002-03 Proposed Operating Budget of \$4.192 million is comprised of funding from the general fund (\$2.419 million), payments for tape reproduction and program production services (\$42,000), and Aviation and Seaport support of government protocol section (\$240,000); other inter-departmental reimbursements will offset expenditures by \$1.49 million funding is provided for four new positions; attrition is budgeted at five percent
- The Elections Department will continue to fund 50 percent of two translator positions (Spanish and Haitian Creole) at a cost of \$77,000
- MDPD will continue to fund 50 percent of a broadcast engineer (\$36,000); DERM will continue to fund costs, including personnel, associated with the DERM program "Down to Earth" (\$58,000)
- County departments will underwrite Miami-Dade TV programming, thereby reducing departmental costs requiring property tax support (\$1.49 million total; \$125,000 from Water and Sewer, \$85,000 each from Aviation, Building, Building Code Compliance, DERM, Library, MDPD, Miami-Dade Fire Rescue Department, Miami-Dade Housing Agency, Miami-Dade Transit Agency, Park and Recreation, Seaport, and Solid Waste Management; \$70,000 from the Office of Community and Economic Development; \$40,000 each from the Department of Business Development DBD and Consumer Services; \$30,000 each from Metropolitan Planning Organization, Property Appraisal, and Team Metro; \$25,000 each from Capital Improvements Construction Coordination and Elections; \$20,000 from the Office of Water Management; and \$10,000 from Vizcaya)
- The department will continue to assess a six percent surcharge on advertisements placed for the Community periodical program; funds will offset office support for placing, billing, and tracking the advertisements (\$63,000)

FY 2002-03 ADJUSTMENTS TO SERVICES

- The FY 2002-03 Proposed Budget includes four new positions; a coordinator for the Dial-a-Life program adopted by the BCC on July 20, 2001 (\$55,000), a photographer (\$63,500), and two special events coordinators (\$85,000) added in FY 2001-02; in addition, funds are included for part-time positions for Spanish and Haitian Creole language translation (\$58,000) and Miami-Dade TV production (\$100,000) to meet increasing demands for services

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- The department will initiate web faxing services to disseminate press releases quicker (\$10,000); this service will be included as a premium service and all expenses will be charged back to the County agency requesting services
- The department will enhance Miami-Dade TV services by purchasing real-time captioning capabilities (\$70,000), scripting software (\$30,000), a voice-over contract (\$30,000), and additional video supplies (\$30,000); funding is provided from the promotional spots program
- Funding for new video production equipment will be provided from the COR; total allocation for FY 2002-03 is \$508,000, including \$68,000 of carryover funds
- The Proposed Budget decreases attrition from eight percent to five percent, the equivalent of two positions
- County staff will review the centralization of public information, graphics, and photographic functions under the Communications Department with the goal of providing these services in a more efficient and coordinated manner; a detailed report will be presented prior to the September budget hearings

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

| Funding Summary (\$ in 000s) | Countywide General Fund | | Unincorporated Area General Fund | | Other Funding | | Total Funding | | Total Positions | |
|------------------------------|-------------------------|--------------|----------------------------------|------------|---------------|--------------|---------------|--------------|-----------------|-----------|
| | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 |
| Primary Activity | | | | | | | | | | |
| Administration | 75 | 272 | 40 | 146 | 58 | 89 | 173 | 507 | 5 | 6 |
| Communications Support | 325 | 683 | 175 | 367 | 31 | 0 | 531 | 1,050 | 8 | 13 |
| Director's Office | 222 | 169 | 119 | 92 | 13 | 0 | 354 | 261 | 3 | 3 |
| Media Relations | 274 | 256 | 148 | 139 | 264 | 42 | 686 | 437 | 8 | 6 |
| Miami Dade TV | 633 | 0 | 341 | 0 | 186 | 1,401 | 1,160 | 1,401 | 17 | 17 |
| Out Stationed Staff | 183 | 132 | 100 | 71 | 47 | 0 | 330 | 203 | 6 | 6 |
| Protocol Services | 33 | 61 | 18 | 32 | 258 | 240 | 309 | 333 | 5 | 5 |
| TOTAL | 1,745 | 1,573 | 941 | 847 | 857 | 1,772 | 3,543 | 4,192 | 52 | 56 |

| | Actual 00-01 | Budget 01-02 | Proposed 02-03 |
|-----------------|-----------------|-----------------|-------------------|
| Personnel | 2,598 | 3,005 | 3,243 |
| Other Operating | 1,463 | 504 | 850 |
| Capital | 59 | 34 | 99 |
| TOTAL | 4,120 | 3,543 | 4,192 |

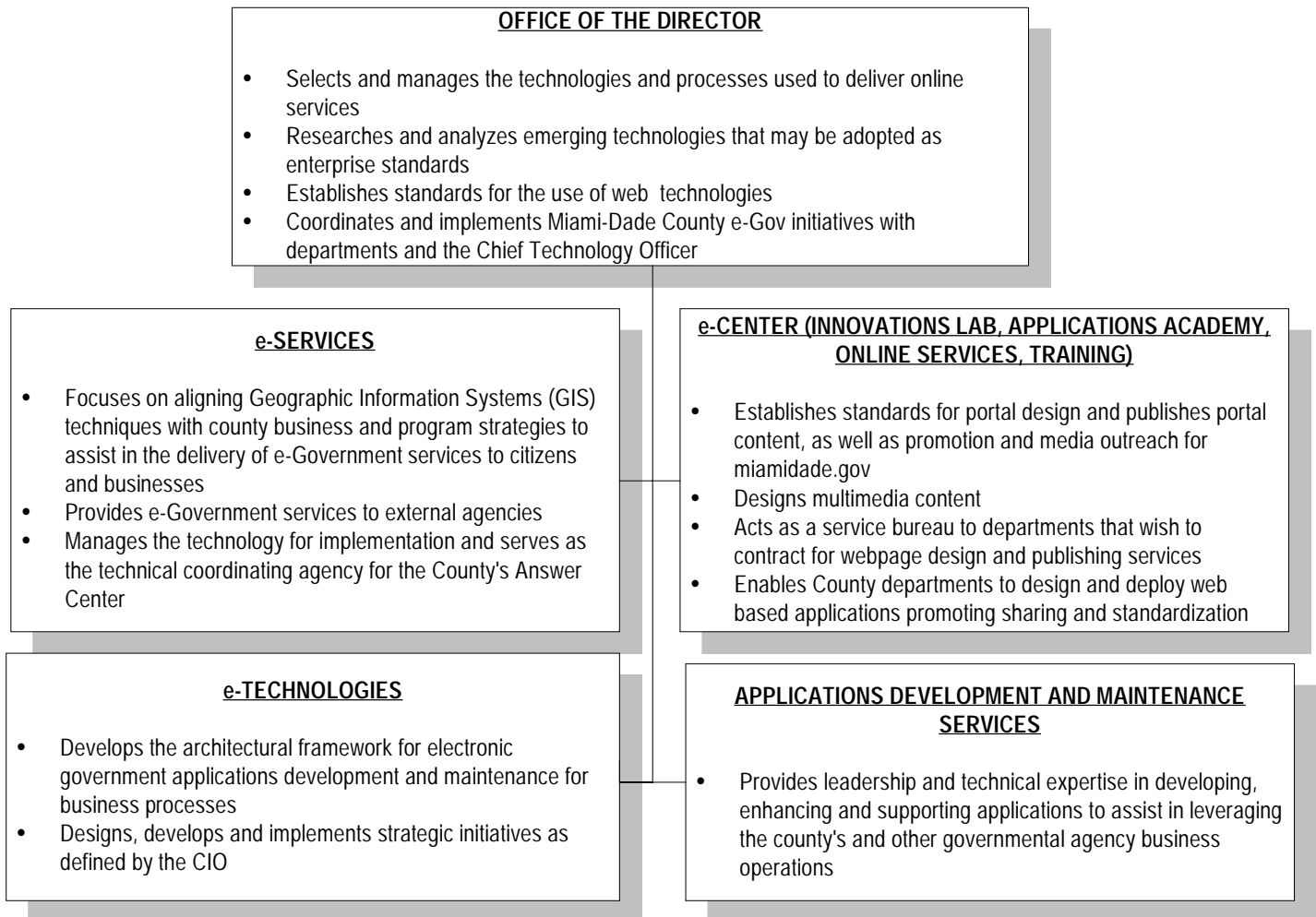
2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

e-Government Department

PURPOSE

Reinvent and streamline County government services to leverage the power of the Internet, making government more responsive and accessible anytime/anywhere.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Strategic areas: focusing on customer service; promoting efficient and effective government
- Selected goals/objectives: enhancing the profile and improving the content of the County's Internet portal by redesigning all department's websites by the end of FY 2002-03 for greater content consistency in content and customer service orientation; ensuring that 95 percent of all related production jobs are completed satisfactorily without errors; increasing web portal activity by 75 pages viewed per month
- Capital program strategy: provide electronic government (e-Government) environment, and applications to improve County processes and simplify citizens' interactions with government via electronic systems

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

FY 2001-02 SERVICE STATUS

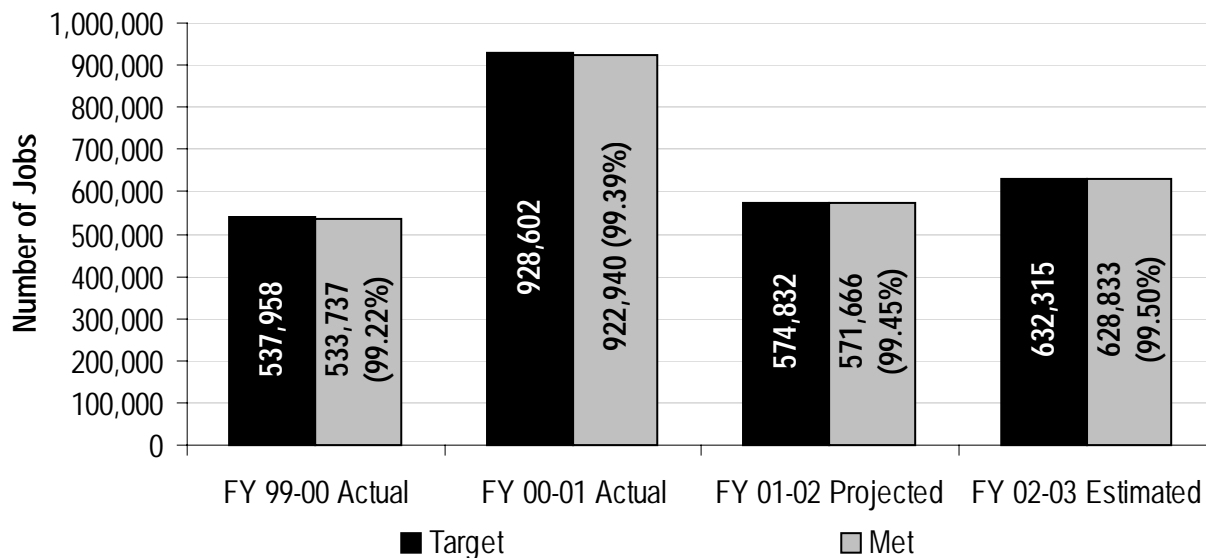
- Expanded the Geographic Information System (GIS) data including updated Digital Ortho photography, Planimetric layers and Digital Elevation models to assist in property assessment, land use update, zoning processes and to improve the accuracy and effectiveness of flood maps, surge atlases, surge and flood models
- Implemented technology to promote the deployment of GIS software through a shared environment, thereby promoting its use and reducing the need and associated costs for individual licensing
- Developed new GIS based applications to augment information offered electronically to the citizens and employees of Miami-Dade County and to enable worldwide access to information to boost economic development and tourism activities; GIS portal applications have been encapsulated into concepts under "My Neighborhood," "My Home," and "My Business"
- Engaged professional consulting services to document functional and business requirements for County's Answer Center; recommended solution will enhance the citizens ability to communicate with County Government through multiple service points (the County's web portal, telephone, fax, email, mail and face-to-face visits) and receive consistent high quality service through all channels
- Implementing modifications to the Payroll System including the following primary areas: integration of Traffic Operator System to Bus Operator System, enhancements to W-2 form printing using overlay, Series I Savings Bonds, new deduction codes, new money adjustment codes, partial benefits processing, expansion of military active tracking, administrative leave tracking, paratransit enhancements, sick pool tracking, employee evaluation dates and score history, and negative leave balances
- Entering the completion phase and full cycle system testing for the payroll rewrite project
- Completed upgrade of Resumix hardware, operating system (Windows 2000) and software (Release 6.1); implemented the Integrated Voice Response system (IVR) in the Employee Relations Department (ERD)
- Entering completion phase of the Employee Relations/Finance Data Mart Pilot project; project consisted of business discovery process, logical and physical modeling, ORACLE database creation, business intelligence tools selection and report creation
- Assisted with the implementation of online payment services on the County's web portal including parking violations and occupational license renewal; expecting to provide substantive value to the citizens of Miami-Dade County by facilitating user interaction with the County's website
- Completed implementation of a Graphical User Interface (GUI) version for the KPMG software for Financial Accounting Management Information System (FAMIS), Advanced Purchasing and Inventory Control System (ADPICS) on a countywide basis
- Proceeding with the imaging and electronic stage of ERD's personnel files
- Assumed responsibility for operational support of the SPIRIT imaging system of the Office of the Clerk from an external consultant as of September 1, 2001; other technology projects include the Visual Basic 6 upgrade and rollout, SPIRIT Web Phase I implementation, completion of Phase I of the Misdemeanor Calendar Work Bench project for interface with the Criminal Justice Information System, SunPass application, Driving While License Suspended (DWLS) application, and the State Attorney's Office application
- Completed a pilot project for Budget by Deliverables to organize the Information Technology Department's (ITD) budget by clear cut objectives and deliverable products and services; project began in October of 2001 with funding from the Chief Information Officer (CIO) (\$182,000); outcome was an alignment of costs and revenues resulting in a pending rate change for application maintenance and development which are still

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

pending further scrutiny; the results of the process are still under review to determine its effectiveness and accuracy as a budgeting tool and its applicability to other County operations

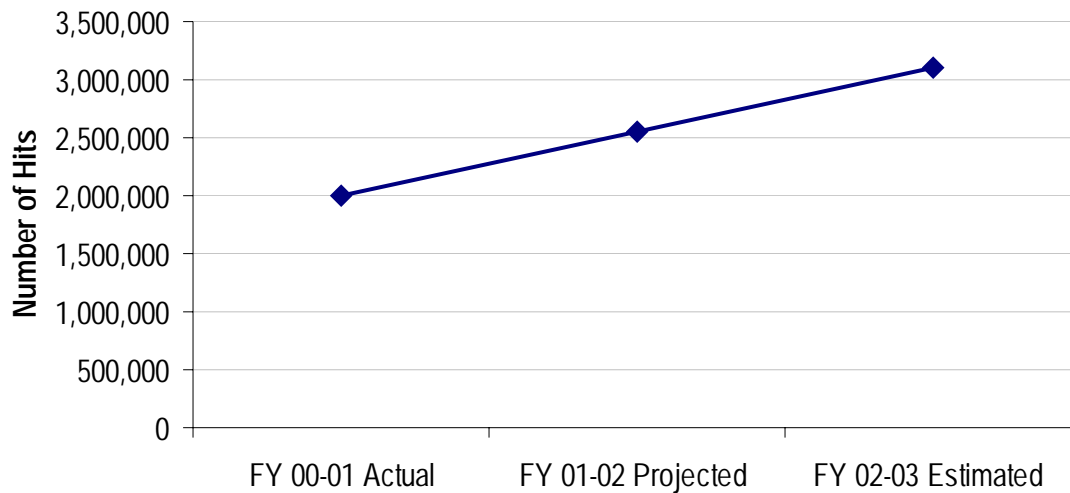
- Implemented centralized cashiering in January 2002 when the Miami-Dade Permitting and Inspection Center (MDPIC) opened to the public; planned implementation of the concurrent plans review using the electronic document imaging system in May 2002 will allow all seven reviewing departments to do so electronically at the MDPIC; undertook a joint venture with IBM to produce a web interface that allows for permit application submission and related payment over the web
- Added 19 positions and absorbed three positions from ERD; four positions to assist in web design and publication, four to increase GIS support, seven for the continued implementation and maintenance of the Electronic Document Management System, one program manager for oversight of the Answer Center, and three for implementation and support of the Legistar application
- Restructured ITD during FY 2001-02 to create two departments, the Chief Technology Office (CTO) and the e-Government Department (e-Government); the e-Government Department is comprised of applications development and maintenance, e-technologies, and website development services and the CTO is responsible for radio engineering, telecommunications engineering, and Data Center's operations; separated New Technologies Unit of the Communications Department and merged it with e-Gov

Percentage of Production Batch Jobs Executed Without Error



2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Page Views



FY 2002-03 RECOMMENDATIONS

- The FY 2002-03 Proposed Operating Budget of \$27.225 million, including \$7.367 million of general fund support, represents a 4.7 percent increase from the current year budget level (\$25.993 million) and includes the 22 positions added during FY 2001-02; partial funding for the e-Center includes an applications academy, online services support, and an innovations lab to facilitate the promotion and outreach of MiamiDade.gov and provide centralized service bureau, including customer training and support of web applications; non-revenue generating positions are budget with an attrition rate of 3.5 percent (\$120,000)
- Projects funded by non-departmental Information Technology and Internal Support reserve for FY 2002-03 total \$1.276 million and includes support for the SPIRIT court system application (\$251,000) and the Advanced Purchasing and Inventory Control System (\$1.025 million); completion of the Payroll Rewrite project (\$376,000) for ERD will be included as part of the e-Gov general fund budget allocation; funding of four web publisher positions will be shared by the Miami-Dade Transit Agency (MDTA) (\$30,000), Aviation Department (\$15,000), Seaport (\$15,000), Water and Sewer Department (WASD) (\$15,000), Building Department (\$15,000), Department of Environmental Resource Management (DERM) (\$15,000), Park and Recreation Department (\$30,000), Miami-Dade Housing Agency (MDHA) (\$30,000), and Department of Procurement Management (DPM) (\$60,000)
- The FY 2002-03 Capital and Multi-Year Capital Plan for e-Government totals \$284,000 and is included in the CIO's capital budget

FY 2002-03 ADJUSTMENTS TO SERVICES

- The FY 2002-03 Proposed Operating Budget recommends the centralization and coordination of general fund supported information technology (IT) network services and operations currently decentralized in various County departments (approximately 225 positions and \$22 million in expenses) to increase efficiencies while maintaining or improving service levels; this restructuring is expected to generate a savings of at least \$1.5 million; the e-Gov department's operating budget incorporates \$600,000 of these savings; any additional savings will be available for technology projects that increase effectiveness and efficiencies of County operations; staffing and organizational structure are under review and a detailed report will be provided before the September budget hearings

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- Will continue implementation of Electronic Document Management System in departments and employee on-line services in departments

SELECTED UNMET NEEDS

- Need additional support for the FAMIS/ADPICS/GUI upgrade (\$195,000), rewrite of ERD's applications from a DELPHI IV platform to Oracle (\$122,000), and two additional Systems Analysts for payroll maintenance and testing (\$160,000) and additional personnel to maintain the Resumix application (\$77,000)

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

| Funding Summary (\$ in 000s) | Countywide General Fund | | Unincorporated Area General Fund | | Other Funding | | Total Funding | | Total Positions | |
|------------------------------|-------------------------|--------------|----------------------------------|--------------|---------------|---------------|---------------|---------------|-----------------|------------|
| | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 |
| Primary Activity | | | | | | | | | | |
| Administration | 0 | 0 | 0 | 0 | 371 | 529 | 371 | 529 | 4 | 4 |
| Application Services | 3,936 | 4,026 | 2,119 | 2,167 | 12,188 | 10,099 | 18,243 | 16,292 | 161 | 167 |
| E-Center | 183 | 763 | 96 | 411 | 1,269 | 516 | 1,548 | 1,690 | 14 | 18 |
| E-Services | 0 | 0 | 0 | 0 | 3,808 | 5,015 | 3,808 | 5,015 | 39 | 44 |
| E-Technologies | 0 | 0 | 0 | 0 | 2,023 | 3,699 | 2,023 | 3,699 | 17 | 24 |
| TOTAL | 4,119 | 4,789 | 2,215 | 2,578 | 19,659 | 19,858 | 25,993 | 27,225 | 235 | 257 |

| | Actual 00-01 | Budget 01-02 | Proposed 02-03 |
|-----------------|-----------------|-----------------|-------------------|
| Personnel | 11,082 | 12,235 | 13,871 |
| Other Operating | 11,194 | 12,963 | 12,551 |
| Capital | 401 | 795 | 803 |
| TOTAL | 22,677 | 25,993 | 27,225 |

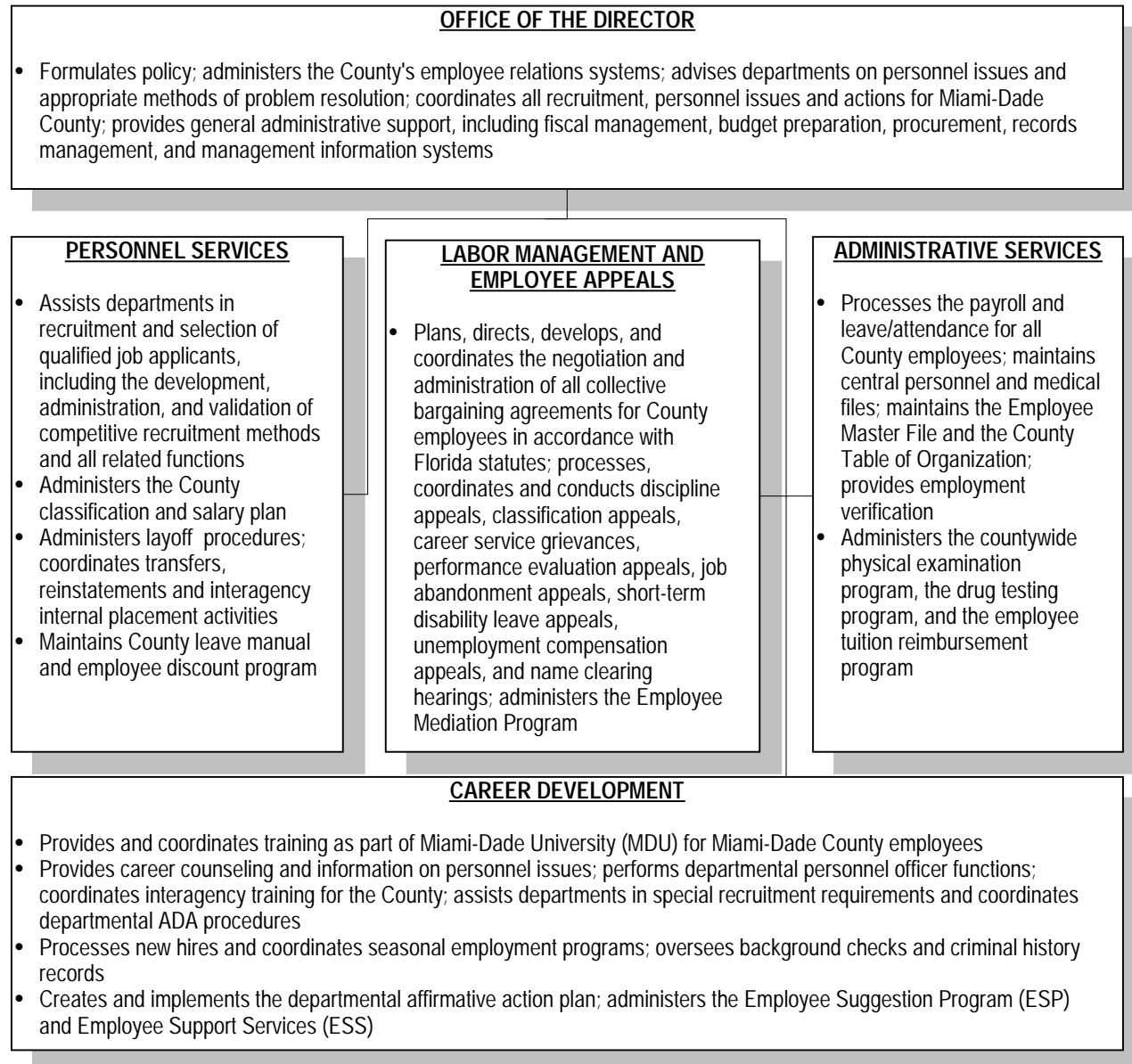
2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Employee Relations

PURPOSE

Provide centralized employee relations services including: recruitment, employment testing, layoff, internal placement, classification, compensation, and payroll services; centralize coordination and oversight of general employee training through the Miami-Dade County University (MDU); manage employee appeals processes; maintain personnel and medical records; negotiate and administer labor contracts and promote labor/management cooperation; and manage Employee Support Services (ESS) and the Employee Suggestion Program (ESP).

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Strategic areas: focusing on customer service; promoting efficient and effective government
- Selected goals/objectives: maintaining payroll processing error rate of no greater than 1.5 percent, time and leave staff/employee ratio of 1/1300, reducing overtime by 25 percent, and increasing space utilization in file

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

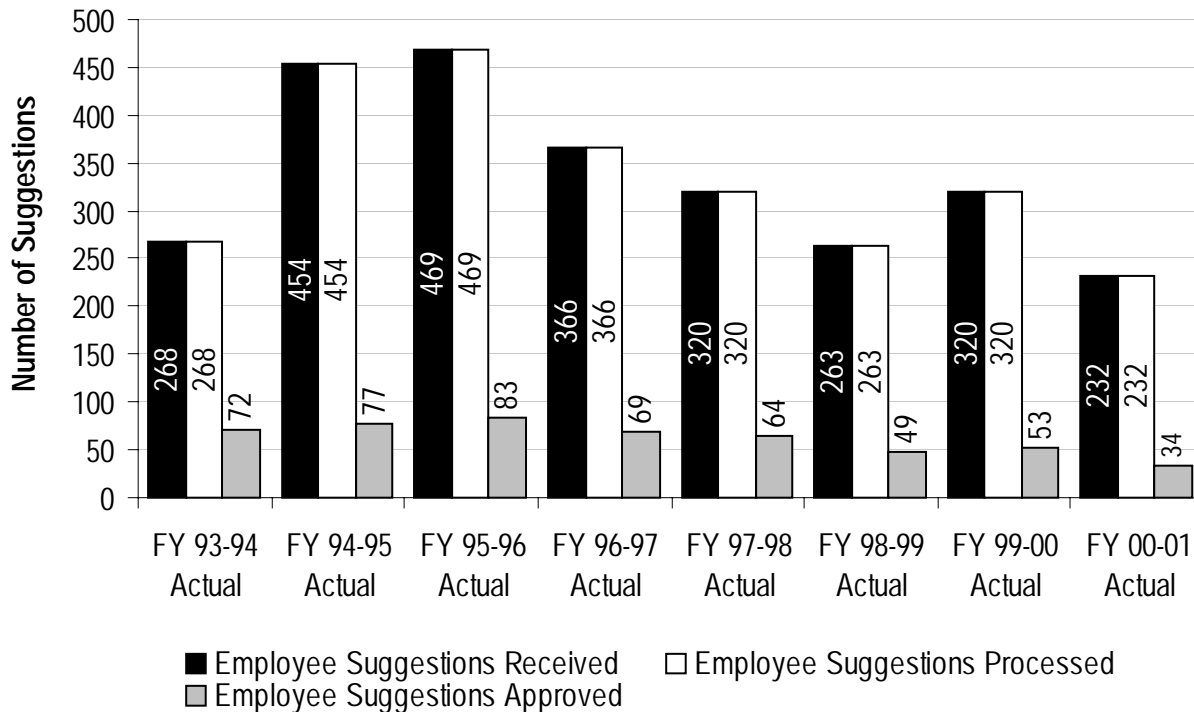
rooms by 50 percent; providing executive performance training for 450 senior employees; scheduling a minimum of 1,200 employees per month through MDU for Supervisory Certification, Know Your County, and Customer Service Training as well as new-hire orientation

FY 2001-02 SERVICE STATUS

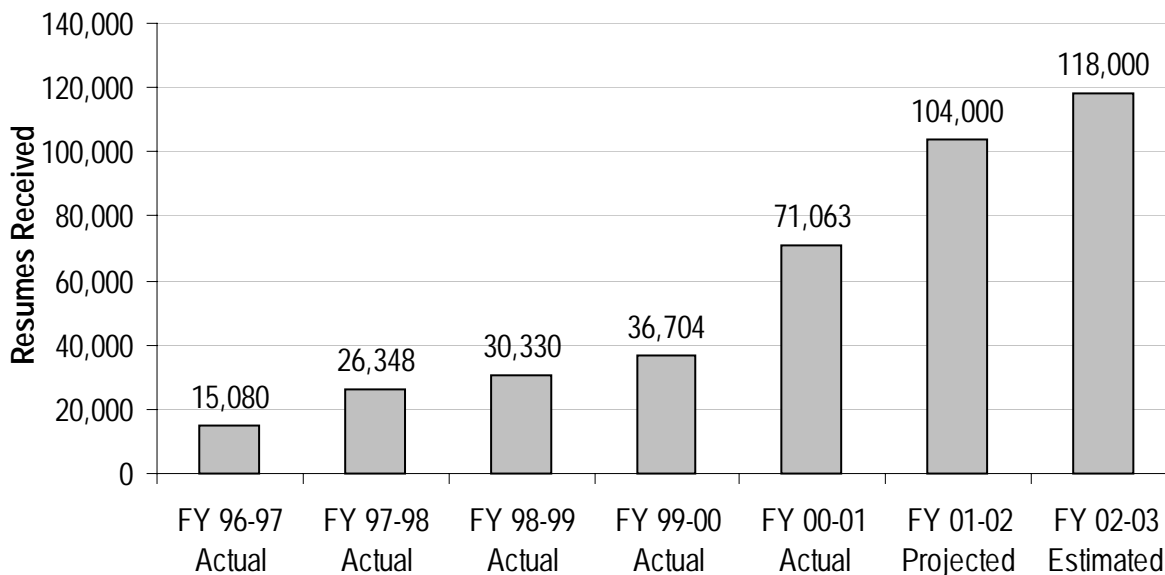
- Completed and implemented the Electronic Document Management System (EDMS) pilot project, providing the departments with the ability to view their employee's personnel files on-line and therefore, reducing the need for departmental file room and clerical staff while providing greater security for all personnel and medical records
- Completed selection of a vendor for the imaging of backfiles personnel and medical records; commenced work in May 2002, with the scanning process anticipated to last 11 months
- Completed web page access to electronic versions of personnel forms enabling an interactive platform and providing easy access to employees; refinements are on-going
- Established a working committee to explore the efficiencies which could be gained from employing an automated time capture system to replace the traditional manual collection of personnel action report sheets
- Implemented the Interactive Voice Response system for use in the recruitment process, with an expected annual savings of \$300,000 from reduced advertisement costs
- Completed negotiations for seven collective bargaining contracts for the period of October 2002 through September 2005
- Maintained six vacant positions to achieve the departmental savings plan
- Relocated the Benefits Section (seven positions) to the General Services Administration (GSA) department
- Filled six out of the nine positions allocated to MDU; new programs to be performed consist of "Know Your County", coordination of computer training with an outside vendor, and coordination of enrollment services with Florida International University for the Masters of Public Administration program

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Employee Suggestion Program Participation



Historical Increase in Resume Volume Received



FY 2002-03 RECOMMENDATIONS

- The FY 2002-03 Proposed General Fund Operating Budget is \$8.227 million which represents a 5.7percent increase from the current year budgeted level (adjusted for the Benefits Section transferred to GSA in FY 2001-02); additional funding will be provided from ESS reimbursements (\$30,000), reimbursement from GSA for the provision of unemployment compensation appeal hearings (\$65,000), reimbursement from Workers' Compensation Insurance Trust Fund for costs associated with processing worker's compensation/disability

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

payments (\$192,000), charges to departments for testing and validation costs (\$601,000), and MDU training program fee revenues (\$1.151 million); attrition is budgeted at five percent

- Reimbursement for additional staff and overtime requirements for processing the Water and Sewer Department's enhanced payroll is budgeted at \$56,000; pending development of an automated system
- Six approved positions for improved service for FY 2001-02 which were not filled due to funding limitations will be held vacant through FY 2002-03 (\$324,000)
- To fund MDU, the Proposed Budget includes a charge of \$85 per employee trained, 48 percent of the cost will be from general fund agencies (\$500,000)

SELECTED UNMET NEEDS

- Need funding for nine positions to improve customer service levels in recruitment, compensation, and payroll (\$491,000)

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

| Funding Summary (\$ in 000s) | Countywide General Fund | | Unincorporated Area General Fund | | Other Funding | | Total Funding | | Total Positions | |
|--|-------------------------|--------------|----------------------------------|--------------|---------------|--------------|---------------|---------------|-----------------|------------|
| | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 |
| Primary Activity | | | | | | | | | | |
| Administration | 823 | 830 | 443 | 452 | 0 | 0 | 1,266 | 1,282 | 11 | 12 |
| Career Development and Employee Assistance | 577 | 459 | 311 | 247 | 860 | 1,135 | 1,748 | 1,841 | 30 | 30 |
| Labor Management | 445 | 448 | 240 | 242 | 65 | 65 | 750 | 755 | 10 | 9 |
| Payroll and Records Management | 1,851 | 2,040 | 997 | 1,093 | 173 | 248 | 3,021 | 3,381 | 58 | 58 |
| Recruitment and Compensation | 1,366 | 1,571 | 735 | 845 | 633 | 601 | 2,734 | 3,017 | 48 | 48 |
| TOTAL | 5,062 | 5,348 | 2,726 | 2,879 | 1,731 | 2,049 | 9,519 | 10,276 | 157 | 157 |

| | Actual 00-01 | Budget 01-02 | Proposed 02-03 |
|-----------------|-----------------|-----------------|-------------------|
| Personnel | 8,081 | 8,919 | 9,329 |
| Other Operating | 560 | 549 | 888 |
| Capital | 77 | 51 | 59 |
| TOTAL | 8,718 | 9,519 | 10,276 |

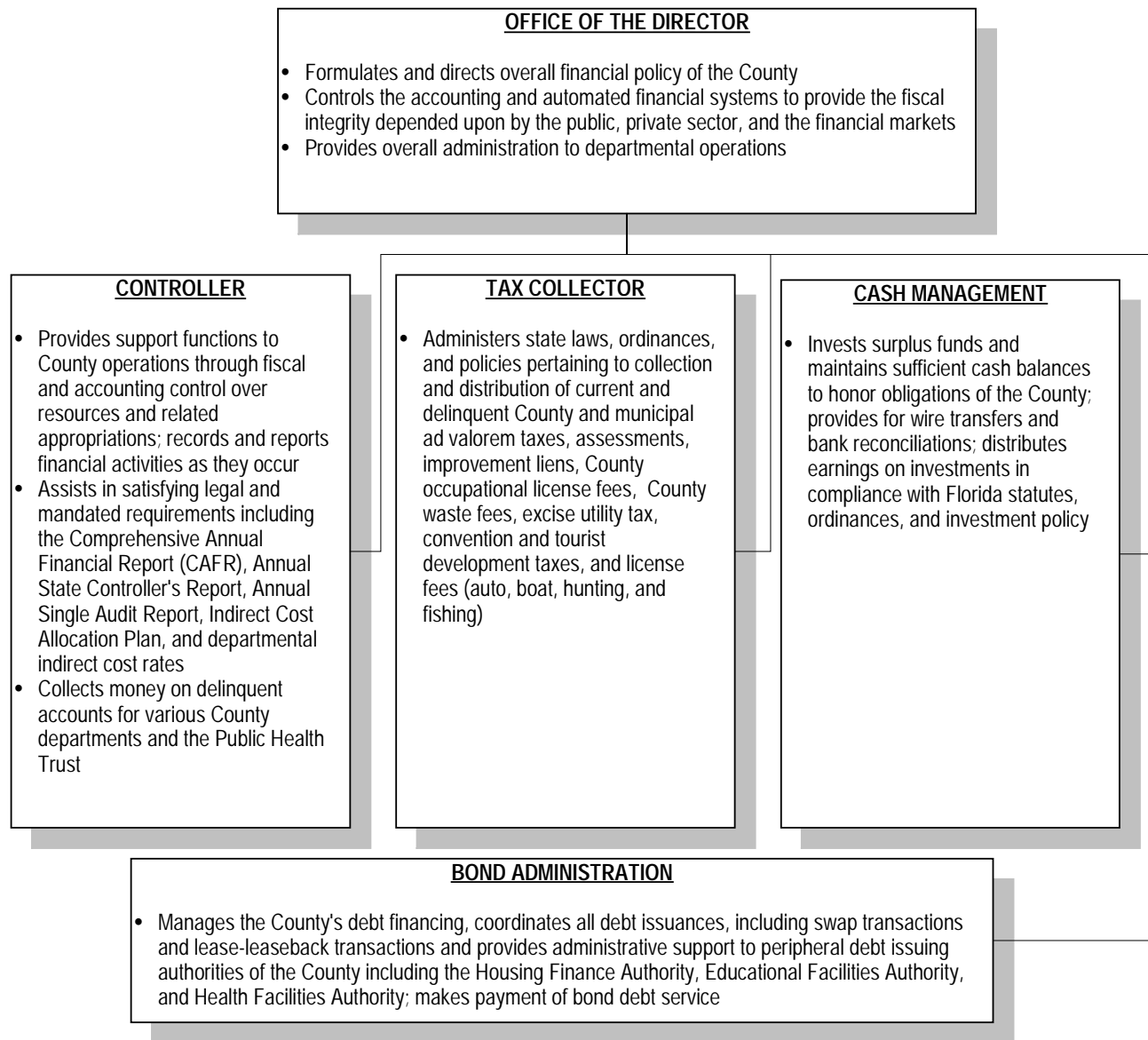
2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Finance

PURPOSE

Provide centralized financial, accounting, cash investment, and debt management services; collect taxes and service delinquent accounts; and through debt issuing authorities, issue tax exempt bonds for affordable housing, hospitals, and educational institutions.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Strategic areas: focusing on customer service; promoting efficient and effective government
- Selected goals/objectives: fully developing a central and standardized accounting system with common systems and procedures among all department; effectively managing the payments for goods and services by issuing payments for all invoices within 30 days of receipt, maximizing savings opportunities of prompt payment discounts, and increasing the usage of Automatic Clearinghouse (ACH) payments; maximizing the County's overall rate of return on investments of surplus funds while maintaining safety and adequate liquidity of funds;

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

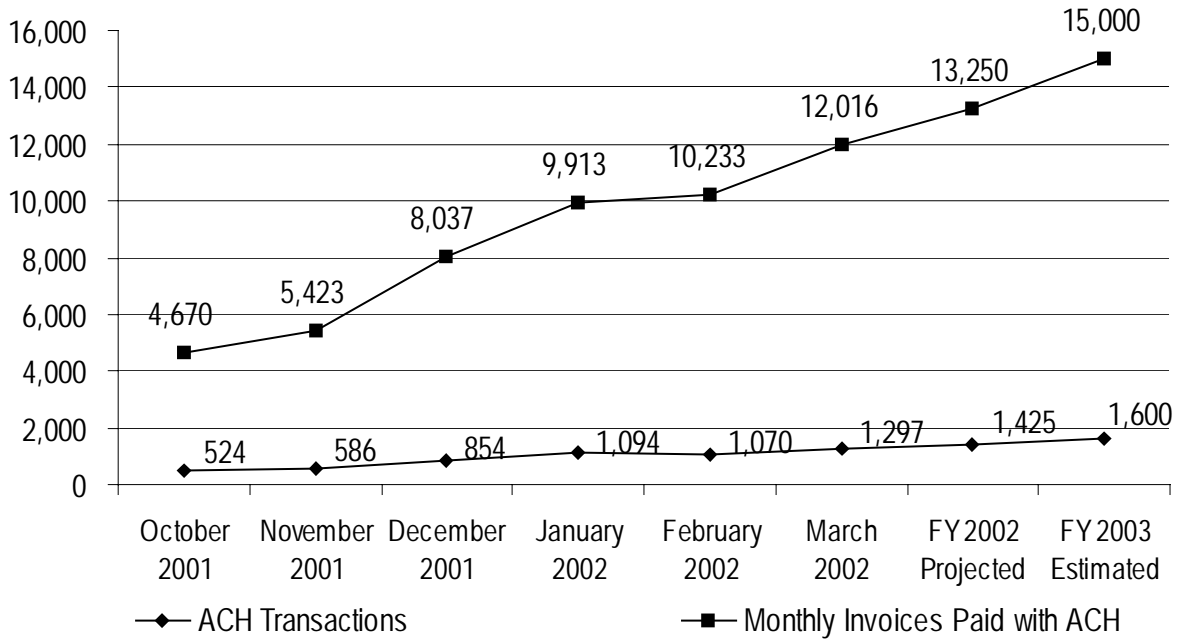
collecting taxes in the most efficient and cost effective manner, including maintaining an annual property tax collection rate of 98 percent

FY 2001-02 SERVICE STATUS

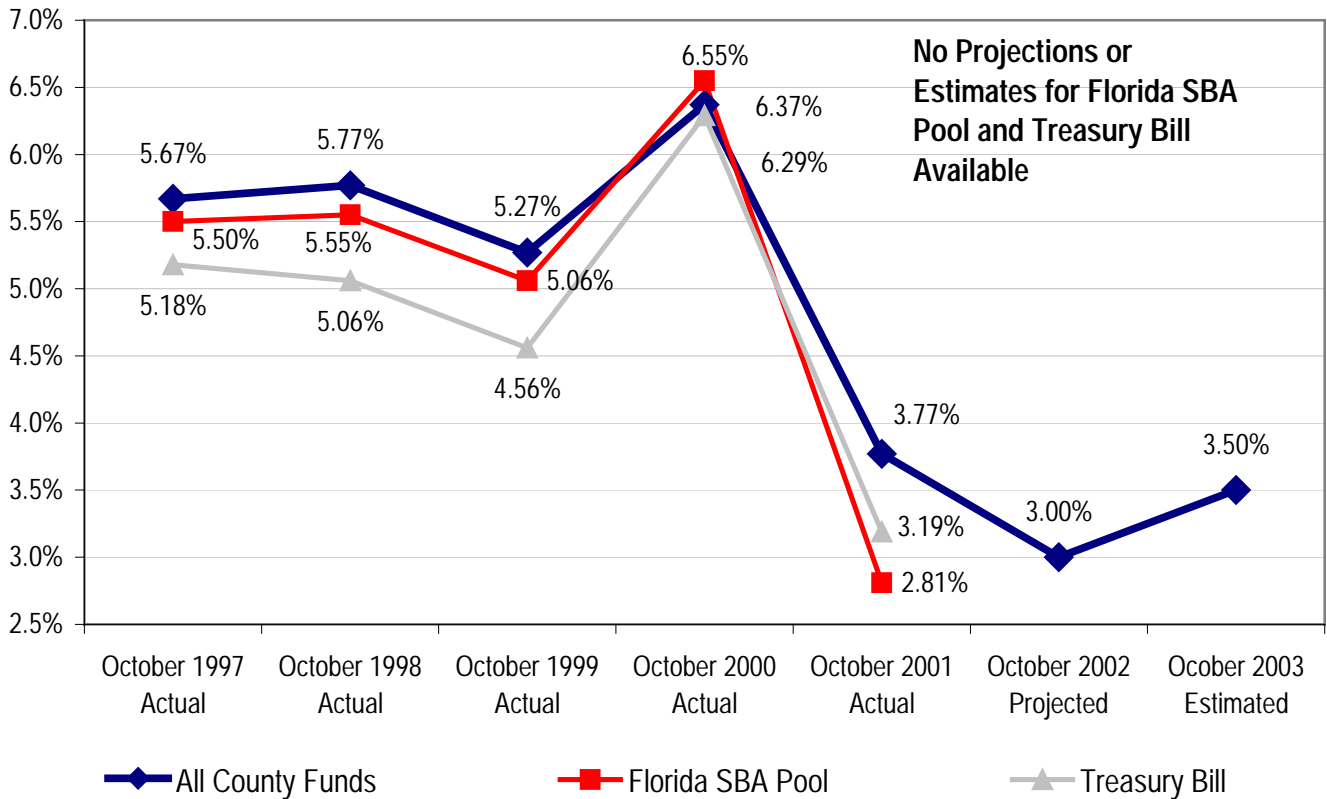
- Completed and issued the Comprehensive Annual Financial Report for the year ending September 30, 2001
- Continued increasing ACH payments which has substantially reduced the number of printed and mailed checks and decreased the time it takes to pay vendors; ACH transactions can be completed in one day, as opposed to having to wait up to one week for a check to be printed
- Completed implementation of the Advanced Purchasing and Inventory Control System (ADPICS) Accounts Payable Module in pilot departments (Transit, e-Gov, CAA and Police); countywide implementation will be completed in July 2002; system will track the time it takes to pay vendors, as well as calculate prompt payment discounts
- Added three accounting positions needed to provide support for ADPICS Account Payable module implementation, purchase card program and strengthened control initiatives
- Implemented the final phase of the upgrade to the County's Financial Accounting and Management System (FAMIS 5.1)
- Began a top to bottom review of tax collection operations and services through a comprehensive Tax Collector "Reinvention Plan"
- Completed the initial components of the design phase for renovations to the Tax Collector's public service area on the first floor of the 140 West Flagler building and plan to complete Phase I construction by December 2002
- Continued coordinating processing of Federal Emergency Management Agency reimbursements among federal and state agencies; Hurricane Andrew related activities are projected to be completed by the end of the current fiscal year, while Hurricane Irene and the October 3rd "No-Name Storm" activities will continue into FY 2002-03
- Continued to enhance the Finance Department's web services such as online renewals for occupational licenses and a new property tax bill inquiry feature that allows tax payers to see tax bills and related information online
- Established a shortfall reserve funded with Convention Development Tax (CDT) swap proceeds from the 1996 and 1997 Special Obligation Bonds (CDT) to protect against future shortfalls in CDT revenue
- Projected bond sales include Aviation (\$299 million), Fire Rescue (\$17.9 million), Quality Neighborhoods Improvement Program (QNIP) (\$60 million), Juvenile Justice Courthouse (\$60 million), and special obligation bonds for capital asset acquisition (\$150 million)
- Issued Request for Proposals for new credit and collections system and an Request for Qualifications for collection agency services that will enable the Finance Department to better track, monitor, and collect delinquent accounts
- Completed the acquisition and installation of computer equipment for the Tax Collector's Office with funding from the Capital Outlay Reserve (COR) (\$240,000)
- Expect to complete the department-wide Network Expansion and Replacement project by the end of FY 2001-02 using COR funds (\$292,000)

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

ACH Transactions



Return on Investments (All Funds)



2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

FY 2002-03 RECOMMENDATIONS

- The Proposed FY 2002-03 Operating Budget (net of transfer and reserves) for the Finance Department is \$24.779 million, representing a 1.8 percent increase from the FY 2001-02 budget level of \$24.329 million; this increase is primarily due to additional staffing for the Credit and Collections Division (\$214,000) and the full cost of positions added in the FY 2001-02 budget; funding is provided for 10 additional positions; attrition is budgeted at 4.5 percent
- A transfer of \$7 million will be made to the Capital Outlay Reserve (COR) from the Tax Collector's Office
- QNIP bond proceeds will fund the Finance Department expenditures for programmatic and administrative support (\$100,000)
- The property tax bill postage costs incurred by the County (\$197,000) will continue to be recovered from municipalities and the Miami-Dade County Public School Board, as allowed per F.S. 197.322; postage fees will be deducted from each taxing jurisdiction's property tax allocation based on taxes collected; budget includes funding for estimated impact of postage fee increase (\$82,000)
- Bond Administration fee revenue will fund the cost of three positions in the County Attorney's Office (\$400,000), legislative analysts (\$16,000), the County Manager's Office (\$112,000), and will reimburse the Office of Management and Budget for debt financing-related activities (\$175,000)
- Projected bond sales of \$800 million are planned for FY 2002-03
- The department will continue to redesign financial reporting activities and reports in order to be in compliance with GASB 34 requirements; implementation of the statement is required for the year ending September 30, 2002
- The Housing Finance Authority will continue to pay for administrative support provided by the department (\$115,000)
- The Finance Department will continue to charge collection and processing fees imposed by the tax collector to different districts consisting of approximately 1.2 percent of the collected funds; this will result in revenues of \$895,000
- The centralization of all County lien processing and collection functions into the Finance department will be studied and reported upon before the first budget hearings in September
- The Proposed FY 2002-03 Capital Budget includes \$370,000 of carryover funding from the COR for renovations to the Tax Collector's Office located on the first floor of the 140 West Flagler building
- The Proposed Budget includes \$500,000 of COR funds in the Chief Information Officer's capital budget for a Voice Response System for the Tax Collector's Office

FY 2002-03 ADJUSTMENTS TO SERVICES

- The Proposed Budget includes funding for seven additional positions in the Credit and Collections Division in order to improve the collection process of countywide delinquent accounts; funding for these positions will be offset by the additional revenues to be collected by the unit
- Full year funding is provided for three accounting positions that were added in FY 2001-02

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

| Funding Summary (\$ in 000s) | Countywide General Fund | | Unincorporated Area General Fund | | Other Funding | | Total Funding | | Total Positions | |
|--|----------------------------|----------|-------------------------------------|----------|---------------|---------------|---------------|---------------|-----------------|------------|
| | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 |
| Primary Activity | | | | | | | | | | |
| Ad Valorem Tax Collector | 0 | 0 | 0 | 0 | 5,258 | 5,890 | 5,258 | 5,890 | 85 | 86 |
| ADPICS/FAMIS | 0 | 0 | 0 | 0 | 800 | 305 | 800 | 305 | 0 | 0 |
| Auto Tags | 0 | 0 | 0 | 0 | 4,821 | 4,466 | 4,821 | 4,466 | 86 | 85 |
| Bond Administration | 0 | 0 | 0 | 0 | 1,597 | 1,600 | 1,597 | 1,600 | 6 | 6 |
| Cash Management | 0 | 0 | 0 | 0 | 992 | 1,086 | 992 | 1,086 | 11 | 12 |
| Convention / Tourist Tax Collections | 0 | 0 | 0 | 0 | 1,331 | 990 | 1,331 | 990 | 14 | 14 |
| Credit and Collections | 0 | 0 | 0 | 0 | 1,692 | 2,051 | 1,692 | 2,051 | 22 | 27 |
| Director / Controller / FEMA Coordinator | 0 | 0 | 0 | 0 | 4,989 | 5,512 | 4,989 | 5,512 | 77 | 81 |
| Housing Finance Authority | 0 | 0 | 0 | 0 | 1,605 | 1,716 | 1,605 | 1,716 | 9 | 9 |
| Occupational Licenses | 0 | 0 | 0 | 0 | 1,244 | 1,163 | 1,244 | 1,163 | 25 | 25 |
| TOTAL | 0 | 0 | 0 | 0 | 24,329 | 24,779 | 24,329 | 24,779 | 335 | 345 |

| | Actual 00-01 | Budget 01-02 | Proposed 02-03 |
|-----------------|-----------------|-----------------|-------------------|
| Personnel | 15,337 | 15,298 | 17,998 |
| Other Operating | 8,680 | 8,850 | 6,672 |
| Capital | 154 | 181 | 109 |
| TOTAL | 24,171 | 24,329 | 24,779 |

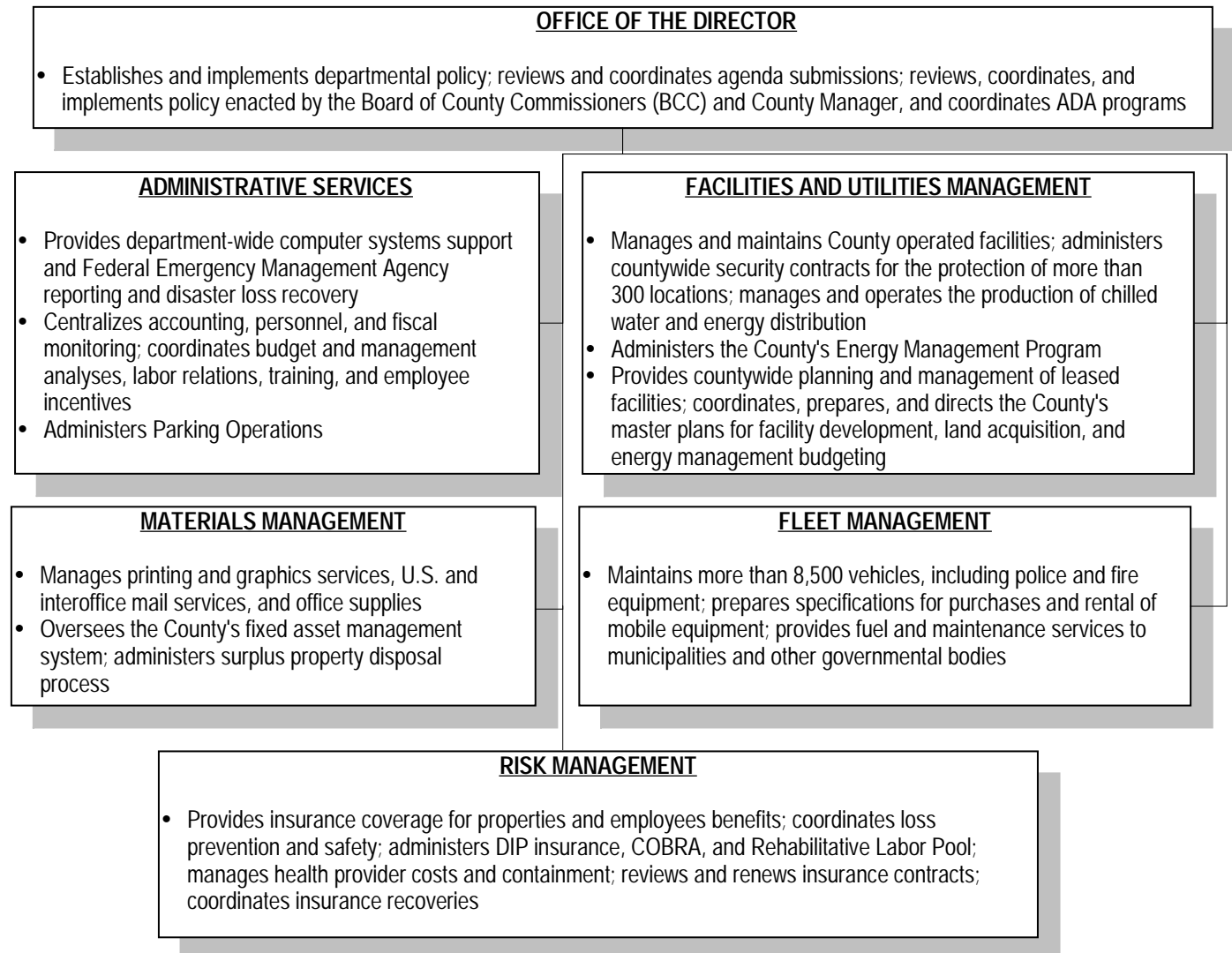
2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

General Services Administration

PURPOSE

Provide central support services necessary for the continued operation of County government, including fleet, materials, facility, and insurance management and employee benefit; facility design, and maintenance; real estate acquisition; and lease negotiation and management.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Strategic areas: providing efficient and effective government; focusing on customer service
- Selected goals/objectives: increasing overall parking revenue by three percent over last year's revenues; increasing sales of surplus property by at least ten percent over last year's revenue; providing timely delivery of office supplies by reducing average delivery time by 20 percent

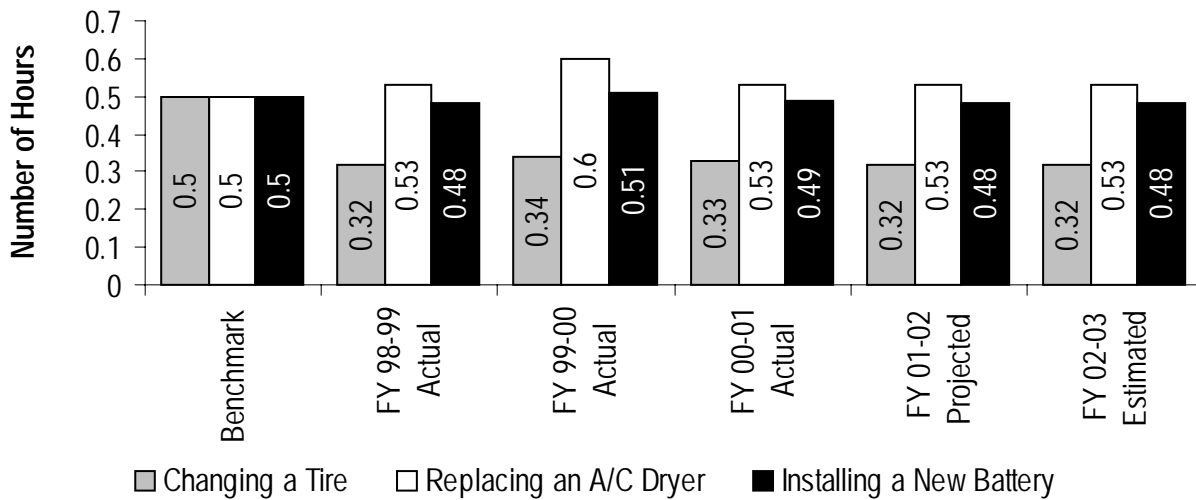
2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

FY 2001-02 SERVICE STATUS

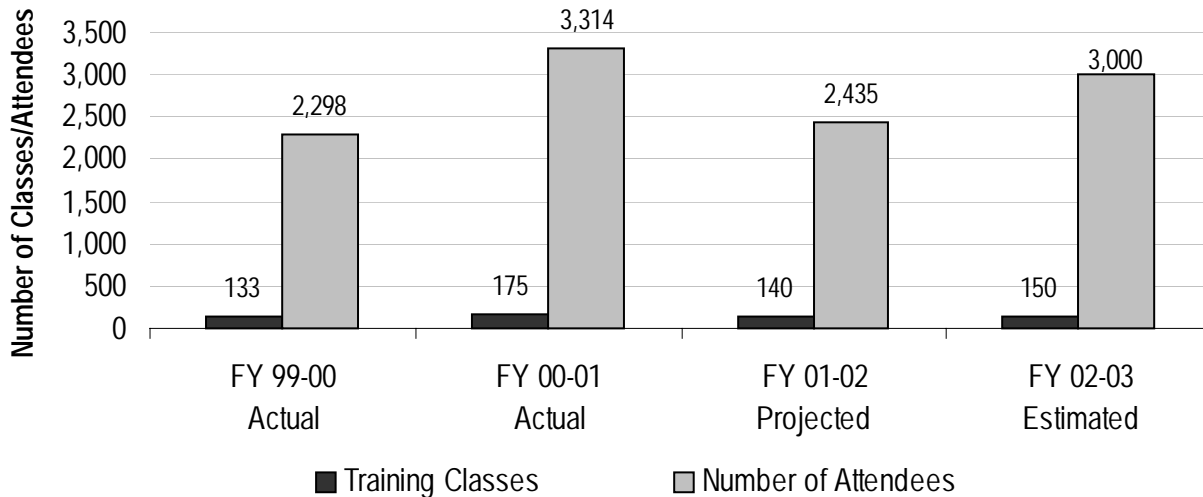
- Re-opened the food court at the Stephen P. Clark Center (SPCC) under the management of a master operator; funding from the Capital Outlay Reserve (COR) of \$600,000 and operating revenues of \$350,800 were used for the renovations
- Began implementing recommendation of a comprehensive parking operations report which was distributed in August 2001
- Transferred \$2.1 million from Fleet Management Vehicle Trust Fund to COR; transferred from fleet Operations \$400,000 to General Fund as an administrative reimbursement and \$1 million to the Fleet Management Facilities Renovation Fund
- Relocated the Building Department and other permitting agencies to the Miami-Dade Permitting and Inspection Center; planning subsequent departmental relocations for late 2002 and early 2003
- Added a Return-to-Work Coordinator to assist the Risk Management Division in its efforts to minimize unemployment compensation stipends; added a Real Estate Officer to assist with the Infill Housing Program and a Building Manager and Console Security Specialist to oversee operations at the Miami-Dade Permitting and Inspection Center; added a Clerk 2 position to the Administrative Services Division to assist that division and the Director's Office with clerical functions; added a Security Supervisor at the Airport for continuing on-site technical assistance; and converted to full-time a part-time secretary position to support the Security Management Section
- Transferred seven positions from the Benefits Section of the Employees Relations Department (ERD) to the Group Insurance Section of the Risk Management Division in order to create a one-stop employee benefits center (\$450,000)
- Expecting phase II of the Countywide Energy Management Program to be completed by September 2002; the entire program should be complete by September 2005
- Transferred \$3.9 million to the County Attorney's Office for legal support in workers compensation and tort liability related cases; \$329,000 was transferred to Public Works Department (PWD) to fund a traffic analyst and proactive team to minimize the County's liability exposure in traffic-related cases; \$68,000 to the Department of Procurement Management (DPM) for a Procurement Contracting Officer; \$55,000 to Park and Recreation (P&R) to fund a safety position; \$174,000 to ERD to fund three and one-half positions involved in processing workers compensation payments; \$65,000 will be transferred to ERD to support the Unemployment Compensation function
- Allocated from the Liability Trust Fund \$14.8 million to fund safety-related projects including traffic signal and sign repair, streetlight maintenance program and various safety projects in County-owned facilities; will carry over the unused portion of those funds to FY 2002-03 for project completion
- Continued an intensive countywide roofing renovation program; replaced 23 roofs, working on 14 roof replacements to be completed by September 2002; prepared bid documents for 19 other roof projects to be issued to prospective contractors
- Expecting subrogation recoveries to exceed the \$1million target
- Earmarked \$1.005 million of the \$5.3 million allocated from the Liability Trust Fund for priority safety projects, for the following projects: granite repairs at the Courthouse Center (\$476,000), Dade County Courthouse façade inspection (\$291,000), Caleb Center asbestos abatement (\$55,000) and parking lot lighting repairs (\$31,000), Human Services Kendall Cottages electrical repairs (\$77,000), replacement of electrical components at the SPCC (\$47,000), and \$28,000 for the repairs of building tile at the Hickman Building garage

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Average Time Per Fleet Management Jobs



Safety



FY 2002-03 RECOMMENDATIONS

- The FY 2002-03 Proposed Operating Budget of \$139.823 million represents a 6.7 percent increase from the FY 2001-02 budget of \$131.089 million; the Proposed Budget substantially maintains the current year service level; budget growth is primarily due to increased personnel costs (\$3.5 million), fleet management contracts and operating expenditures (\$1.8 million), commodity (\$2.0 million), direct cost of materials for work orders and service tickets (\$6 million), Living Wage impact on janitorial and security service contracts, including, post September 11 service impacts (\$2.9 million); the Proposed Budget provides funding for eight additional positions, including seven positions transferred from ERD; attrition is budgeted at three percent in the Fleet Management Division
- The General Fund allocation has been increased by \$1.540 million to \$14.327 million; the General Fund allocation includes \$13.960 million to cover building operation costs and Living Wage adjustments

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- The Proposed Budget includes the transfer of the Construction Management and Renovation Services Division (CMR) from the General Services Administration (GSA) to Capital Improvement Construction Coordination Office (CICC) to consolidate and standardize general construction functions (\$22.365 million, 104 positions); staff will review the appropriate reporting relationship for Americans with Disabilities Act Division; detailed recommendations regarding these issues and administrative organizations will be reported to the BCC before the September budget hearings
- A report to the BCC will be presented at the first budget hearing in September including an analysis of positions and associated costs
- Other major revenue sources include security service contract management charges (\$2.130 million), architectural and engineering, design services and project management fees (\$15.629 million), work order revenues (\$7.051 million), fleet maintenance and fueling charges (\$49.6 million), vehicle replacement sales and Department of Environmental Resources Management (DERM) surcharges (\$26.2 million) parking charges (\$2.464 million), self-insurance trust funds (\$13.522 million), energy sales (\$3.1 million), surplus disposal, inventory auction, printing, graphics and supplies revenues (\$14.826 million), external and proprietary rents (\$6.929 million) and miscellaneous revenues (\$6.838 million)
- The Fleet Management Division will continue to make an administrative reimbursement of \$400,000 to the General Fund and \$1 million to the Fleet Management Facilities Renovation Fund from Fleet Operations; the Vehicle Replacement Trust Fund will transfer \$2.1 million to COR; the department will continue to fund an administrative position for \$112,000 in the County Manager's Office
- A transfer of \$3.9 million will be made to the County Attorney's Office for legal support in worker's compensation and tort-related liability cases; funding for the traffic analyst/proactive team in the PWD (\$329,000) will continue to minimize liability and improve the County's legal defense in traffic-related cases; funding will also continue to minimize liability and improve the County's legal defense in traffic-related cases; funding will also continue for a procurement contracting officer in the DPM to work on insurance-related request for proposals (\$73,000); funding for a safety-related position in P&R (\$95,000) and \$192,000 will be provided for three and one-half positions in ERD for payroll technicians involved in the processing of employees' workers compensation payments; \$65,000 will be transferred to ERD to support the Unemployment Compensation function
- The Liability Trust Fund will pay for continuing safety-related projects in PWD (\$650,000)
- Received funding from COR for the following projects: Americans with Disabilities Act (ADA) retrofitting (\$5.166 million), replacement of the carpet at the SPCC (\$1 million), replacement of the air-conditioner at the Community Action Agency (CAA) Administration building (\$25,000), Cultural Center stucco repairs (\$275,000), Richard E. Gerstein Building exterior sealing and caulking and other repairs and renovations (\$1.696 million), Greater Miami Service Corps facility electrical repairs (\$82,000), Juvenile Justice Center ADA ramps (\$33,000), Juvenile Justice Center security improvements (\$25,000), Miami-Dade Police Department (MDPD) Northside District Station chiller replacement (\$82,500), Medical Examiner building heating, ventilation and air-conditioner system repairs (\$357,000), Metro Annex chiller replacement (\$212,000), Metrofare renovations (\$137,000), SPCC fire alarm system (\$41,660); SPCC vertical conveyor system replacement (\$285,000), SPCC building sealing and window caulking (\$992,000), Tax Collector office reconfiguration (\$326,000); roof replacements at the Board of County Commissioners Chambers (\$41,000), Caleb Center (\$476,000), County Store (\$196,000), Culmer Neighborhood Service Center (\$36,000), Dade County Courthouse (\$2.1 million), Flagler Building (\$212,000), Jackson Dade Child Care Center (\$39,000), MDPD Headquarters building (\$700,000) and Training Building (\$70,000); new furnishings for the SPCC (\$1.2 million)
- GSA will administer capital projects for various departments including CAA, Miami-Dade Police Department (MDPD), Department of Human Services (DHS), Judicial Administration and Corrections; information on

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

- The Proposed Budget, for presentation purposes, reflects the Construction Management and Renovation Services Division (CMR) (\$22.365 million, 104 positions) of the General Services Administration (GSA) in CICC which will be responsible for construction management; the organizational placement for routine maintenance functions, the most appropriate organizational and reporting structure for the Americans with Disabilities Act Division, and corresponding budget adjustments will be reviewed and reported to the BCC before the September budget hearings
- Other major revenue sources include security service contract management charges (\$2.130 million), architectural and engineering, design services and project management fees (\$15.629 million), work order revenues (\$7.051 million), fleet maintenance and fueling charges (\$49.6 million), vehicle replacement sales and Department of Environmental Resources Management (DERM) surcharges (\$26.2 million) parking charges (\$2.464 million), self-insurance trust funds (\$13.522 million), energy sales (\$3.1 million), surplus disposal, inventory auction, printing, graphics and supplies revenues (\$14.826 million), external and proprietary rents (\$6.929 million) and miscellaneous revenues (\$6.838 million)
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- GSA will administer capital projects for various departments including CAA, Miami-Dade Police Department (MDPD), Department of Human Services (DHS), Judicial Administration and Corrections; information on

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projects completed or included in the Proposed FY 2002-03 Capital Budget is included in the respective department's narrative

- GSA will facilitate with DHS a managed competition plan to improve the efficiency and effectiveness of the maintenance of DHS facilities; a report in this regard will be available

FY 2002-03 ADJUSTMENTS TO SERVICES

- Funding is provided for one Elevator Contract Specialist to assist with the countywide inspection and contract monitoring of elevators
- The department will use operating revenue to fund the following projects in FY 2002-03: equipment management system conversion to a relational database (\$1.107 million), replacement of underground storage tanks at the MDPD District 2 Fleet Shop (\$250,000) and the south Miami-Dade Landfill (\$450,000), replacement of the canopy over the service area at the South Dade Government Center Fleet Shop (\$60,000), additional offices and expansion of the service bays at Fleet Shop 1, construction of additional offices and parts room space in warehouse building, resealing of roof and replacement of building exterior stucco at Fleet Shop 2 (\$200,000)
- Funding of \$8.780 million is recommended from the COR for the following: retrofits to provide access to persons with disabilities (\$2 million), air handler replacement (\$500,000) and carpet replacement (\$450,000) at the Dade County Courthouse, carpet replacement (\$300,000) and replacement of the cooling tower (\$180,000) at the Caleb Center, phase funding for the replacement of carpet at the Flagler Building (\$100,000), final year funding for the replacement of carpet (\$250,000) and phase funding for new systems furniture (\$2 million) at the SPCC, and \$3 million for small scale work order projects for GSA-managed facilities

SELECTED UNMET NEEDS

- Need to establish a building maintenance program to preserve the value and utility of physical plant (\$6 million)
- Need adequate funding for all General Fund type activities such as Capital Inventory, Interoffice mail, building support, including security and janitorial (\$11.556 million)
- Need new location for trade shops; due to the many unsafe building conditions and the imminent Florida Department of Transportation construction in the adjacent area make this need critical (\$2 million)
- Need support for West and North Dade Government Facilities (\$18.746 million); facility renovation and rehabilitation (\$53.0 million); architectural barrier removal (\$9.075 million); County warehouse and support facilities (\$12.212 million); and cooperative extension of the urban service center

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

| Funding Summary (\$ in 000s) | Countywide General Fund | | Unincorporated Area General Fund | | Other Funding | | Total Funding | | Total Positions | |
|------------------------------|-------------------------|--------------|----------------------------------|--------------|----------------|----------------|----------------|----------------|-----------------|------------|
| | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 |
| Primary Activity | | | | | | | | | | |
| ADA Coordination | 244 | 239 | 131 | 128 | 0 | 0 | 375 | 367 | 8 | 8 |
| Administration | 0 | 0 | 0 | 0 | 4,302 | 5,298 | 4,302 | 5,298 | 53 | 54 |
| Facilities Management | 7,775 | 9,095 | 4,187 | 4,898 | 18,323 | 17,661 | 30,285 | 31,654 | 159 | 165 |
| Fleet Management | 0 | 0 | 0 | 0 | 71,859 | 74,385 | 71,859 | 74,385 | 278 | 278 |
| Materials Management | 0 | 0 | 0 | 0 | 11,647 | 14,597 | 11,647 | 14,597 | 56 | 56 |
| Risk Management | 293 | 0 | 157 | 0 | 12,171 | 13,522 | 12,621 | 13,522 | 114 | 115 |
| TOTAL | 8,312 | 9,334 | 4,475 | 5,026 | 118,302 | 125,463 | 131,089 | 139,823 | 668 | 676 |

| | Actual 00-01 | Budget 01-02 | Proposed 02-03 |
|-----------------|-----------------|-----------------|-------------------|
| Personnel | 34,804 | 36,693 | 39,522 |
| Other Operating | 75,882 | 72,345 | 78,325 |
| Capital | 24,564 | 22,051 | 21,976 |
| TOTAL | 135,250 | 131,089 | 139,823 |

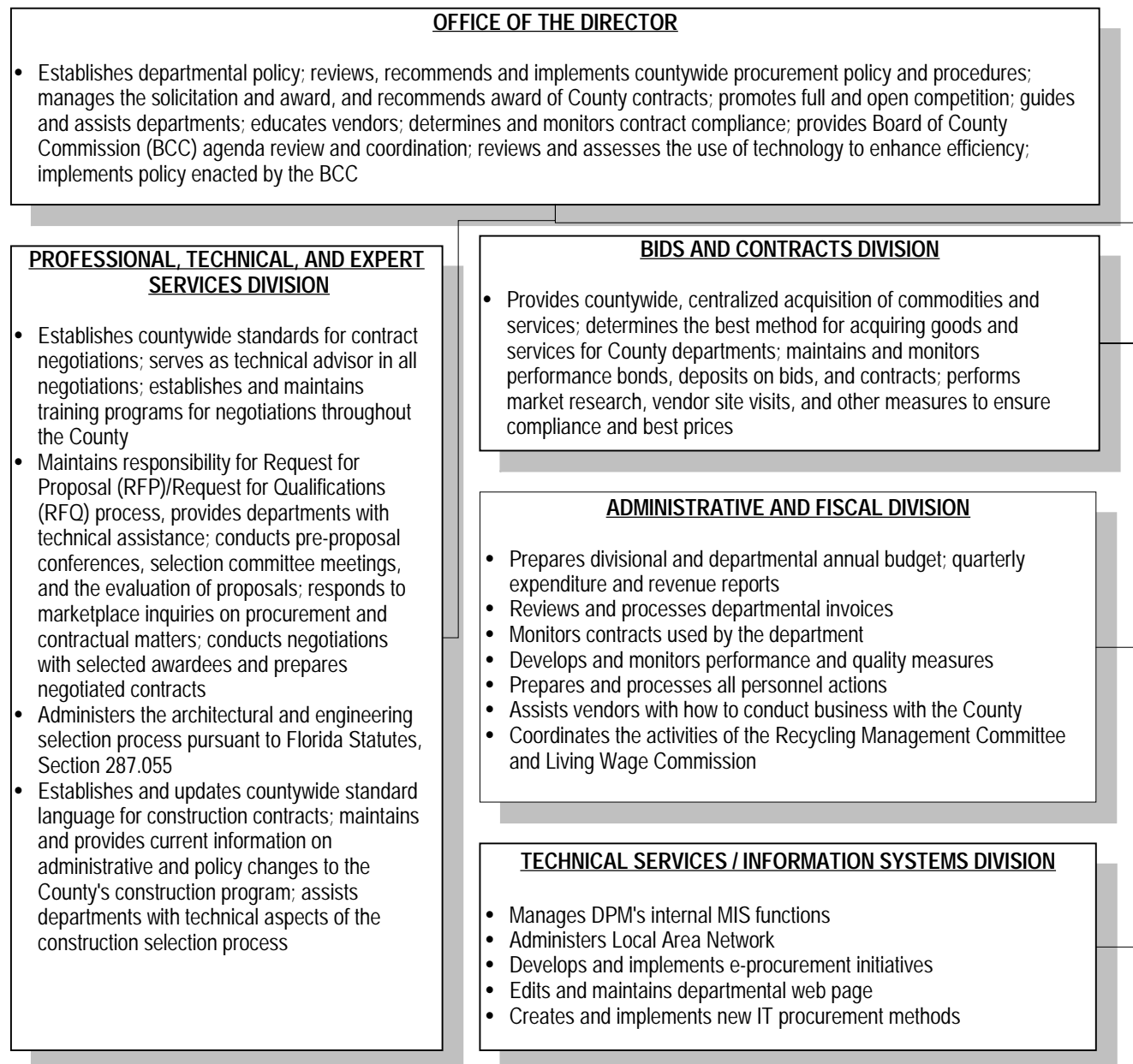
2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Procurement Management

PURPOSE

Provide centralized procurement and technical assistance to all County departments in the acquisition of materials, supplies, and services, including architectural and engineering, and other specialized and professional services, while ensuring compliance with established guidelines and procedures.

FUNCTIONAL TABLE OF ORGANIZATION



BUSINESS PLAN

- Strategic areas: focusing on customer service; promoting efficient and effective government
- Selected goals/objectives: reducing the amount of time to complete formal contract bids by five percent and two percent for formal bids greater than \$500,000; reducing proposal solicitation request processing time from purchase requisition to recommendation for award by 20 percent; enhancing competition and reducing prices by increasing the average number of responses to Request for Proposals (RFP) and Architectural and

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

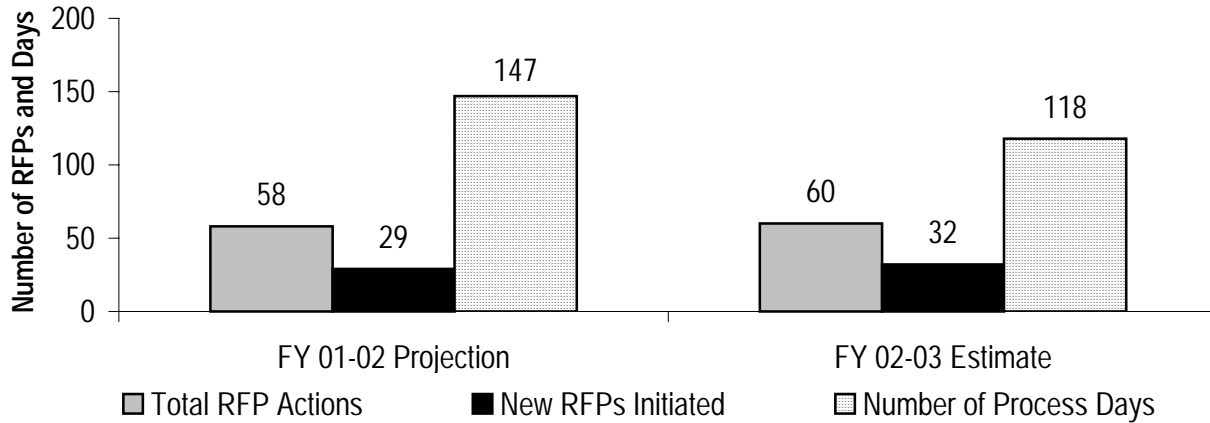
Engineering (A&E) solicitations by eight percent and for contract invitations to bid by 10 percent

FY 2001-02 SERVICE STATUS

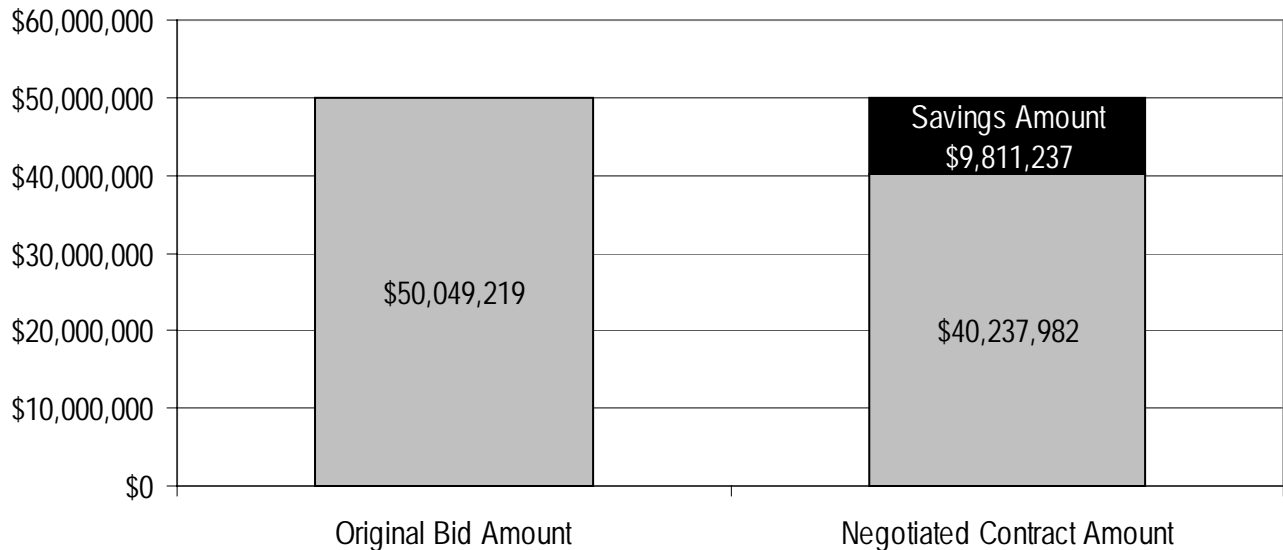
- Saved the County in excess of \$9.8 million in the first six months with new, aggressive strategies in RFP, Invitation to Bid and Sole Source negotiations
- Completed recruitment and selection for three positions added to improve vendor training, outreach and internal services in the Director's Office, Vendor Assistance and RFP Sections
- Added five positions related to the Expedite Process for design and construction contracts; provided an out-stationed Senior Procurement Agent to the Performing Arts Center Trust (PACT)
- Coordinated a countywide effort during the Mayor's Economic Emergency which resulted in the solicitation and award of \$407 million in construction and design contracts; processed ten A&E solicitations within a 30-day period under the Expedite Process
- Implemented comprehensive training programs for Department of Procurement Management (DPM) staff; training included general public procurement, specifications writing, negotiation strategies, intermediate public procurement, contracting for general construction services, procurement customer service, and various computer applications
- Increased customer services to user departments by conducting department and division director level meetings with client departments and providing quarterly information seminars for procurement liaisons
- Increased the active vendor base from 5,244 in September 2001 to 7,457 in March 2002, a 42 percent increase; increased vendor outreach efforts by conducting monthly bid and proposal preparation workshops for competitive bids and RFP and A&E solicitations, attending business chamber/council meetings, conducting television tapings and participating in trade shows
- Improved customer services by adding A&E and RFP/RFQ solicitation forms and procedures and Notice of Professional Consultant solicitations to the DPM's web page
- Coordinated the implementation of Advanced Purchasing and Inventory Control System (ADPICS) 5.1 with enhanced user features and better integration with County financial systems; conducted 11 ADPICS training sessions for County staff; implemented the Graphical User Interface (GUI), a component upgrade of the current ADPICS that allows users to access and manipulate data in ADPICS in a more user friendly Windows-like environment
- Began implementation of the National Institute of Governmental Purchasing (NIGP) study recommendations, including the formation of a procurement council, and the revision and strengthening of County procurement legislation and procedures
- Enhanced contract management and vendor accountability opportunities through the implementation of a Countywide tracking system for contracts and contract expirations, and a vendor performance tracking database
- Established County partnership with "U.S. Communities" cooperative purchasing alliance for nationwide leveraged purchases in certain commodities as an alternative procurement vehicle
- Re-engineered the A&E selection process and secured the BCC's approval of new governing legislation to produce a more streamlined and objective evaluation process
- Implemented e-procurement initiatives that will include online vendor enrollment and posting of solicitations on website for remote download by vendors by July 2002
- Worked with the Aviation Department to reduce the time needed to process airport change orders by 30 days

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Request For Proposal Totals and Average Process Time



Negotiated Contract Savings (Contracts Negotiated During 2001-02)



Note: Some contracts and savings are multi-year

FY 2002-03 RECOMMENDATIONS

- The FY 2002-03 Proposed Budget is \$6.424 million (a 15.4 percent increase from current year's budget) primarily due to full year funding for four positions added in the FY 2001-02 budget and five positions added to support the Expedited Procurement Process; funding is comprised of \$400,000 from surcharges and miscellaneous fees, \$1.528 million from the Capital Working Trust Fund, and General Fund support (\$4.496 million); funding is provided for 111 positions (including nine new positions) and attrition is budgeted at nine percent; the Performing Arts Center Trust (PACT) will continue to reimburse DPM for an out-stationed Senior Procurement Agent (\$50,000)
- To attribute capital costs to capital budgets and reduce costs to property tax payers, the Architectural and Engineering Section of the department, the capital tracking unit of the Office of Management and Budget

2002-2003 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

(OMB), the capital support functions of the Department of Business Development and the Office of Capital Improvements Construction Coordination (CICC) will be funded by the Capital Working Trust Fund; this trust fund has been created using 0.44 percent of all budgeted capital projects to fund work related to capital project management

- Administration of Miscellaneous Construction Contracts will be transferred from DPM to CICC to consolidate construction activities (one position, \$83,000)
- The responsibility for all architectural and engineering contracting and associated responsibilities will be transferred from DPM to CICC; the number of positions and associated costs will be finalized and reported to the BCC before the budget hearings in September
- To provide consistency, uniformity, and efficiency in the methods and processes used by the County, the centralization of non-construction related procurement functions currently handled in the Aviation, Public Works, and Transit Agency departments will be transferred to DPM; the number of positions and budget adjustments required among these departments will be reported to the Board before the budget hearings in September
- The department will continue to develop and implement strategies and procedures to expedite the procurement process, improve customer service and reduce the cost of goods and services purchased by Miami-Dade County

FY 2002-03 ADJUSTMENTS TO SERVICES

- Funding is provided for three additional positions (\$166,000); a Clerk 3 will be responsible for data entry necessary to implement the Accounts Payable module of the ADPICS system; a Special Projects Administrator 1 and a Procurement Contracts Officer (\$130,000) will be responsible for procuring Information Technology related goods and services; full year funding is continued for six positions approved in FY 2001-02 to support the Expedited Procurement Process and the PACT

SELECTED UNMET NEEDS

- Need additional procurement staff in order to reduce processing time, decrease contract extensions and enhance customer services to vendors and user departments (\$419,000 recurring)

OPERATING FUNDING SUMMARY (\$ IN THOUSANDS)

| Funding Summary (\$ in 000s) | Countywide General Fund | | Unincorporated Area General Fund | | Other Funding | | Total Funding | | Total Positions | |
|------------------------------|-------------------------|--------------|----------------------------------|--------------|---------------|--------------|---------------|--------------|-----------------|------------|
| | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 | 01-02 | 02-03 |
| Primary Activity | | | | | | | | | | |
| Procurement Management | 3,099 | 2,923 | 1,667 | 1,573 | 801 | 1,928 | 5,567 | 6,424 | 102 | 111 |
| TOTAL | 3,099 | 2,923 | 1,667 | 1,573 | 801 | 1,928 | 5,567 | 6,424 | 102 | 111 |

| | Actual 00-01 | Budget 01-02 | Proposed 02-03 |
|-----------------|-----------------|-----------------|-------------------|
| Personnel | 4,580 | 5,138 | 5,782 |
| Other Operating | 722 | 408 | 593 |
| Capital | 44 | 21 | 49 |
| TOTAL | 5,346 | 5,567 | 6,424 |